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THE STANDARD RAILROAD WEEKLY FOR ALMOST A CENTURY

NOVEMBER 26, 1951

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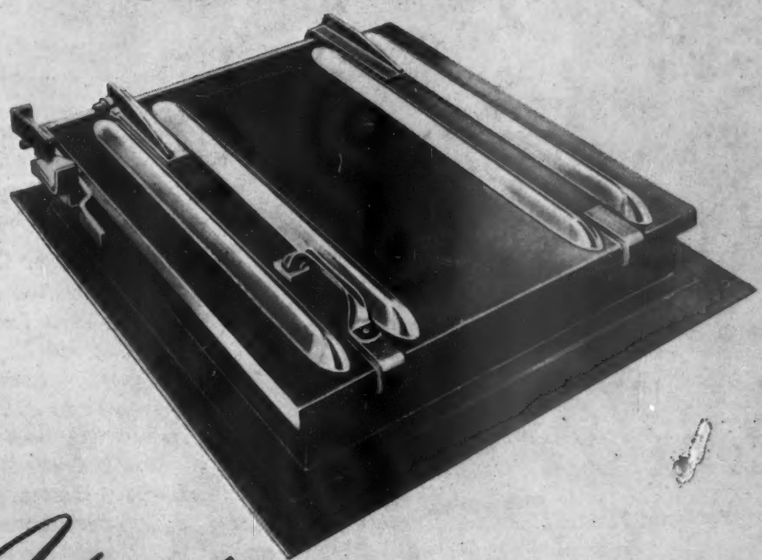

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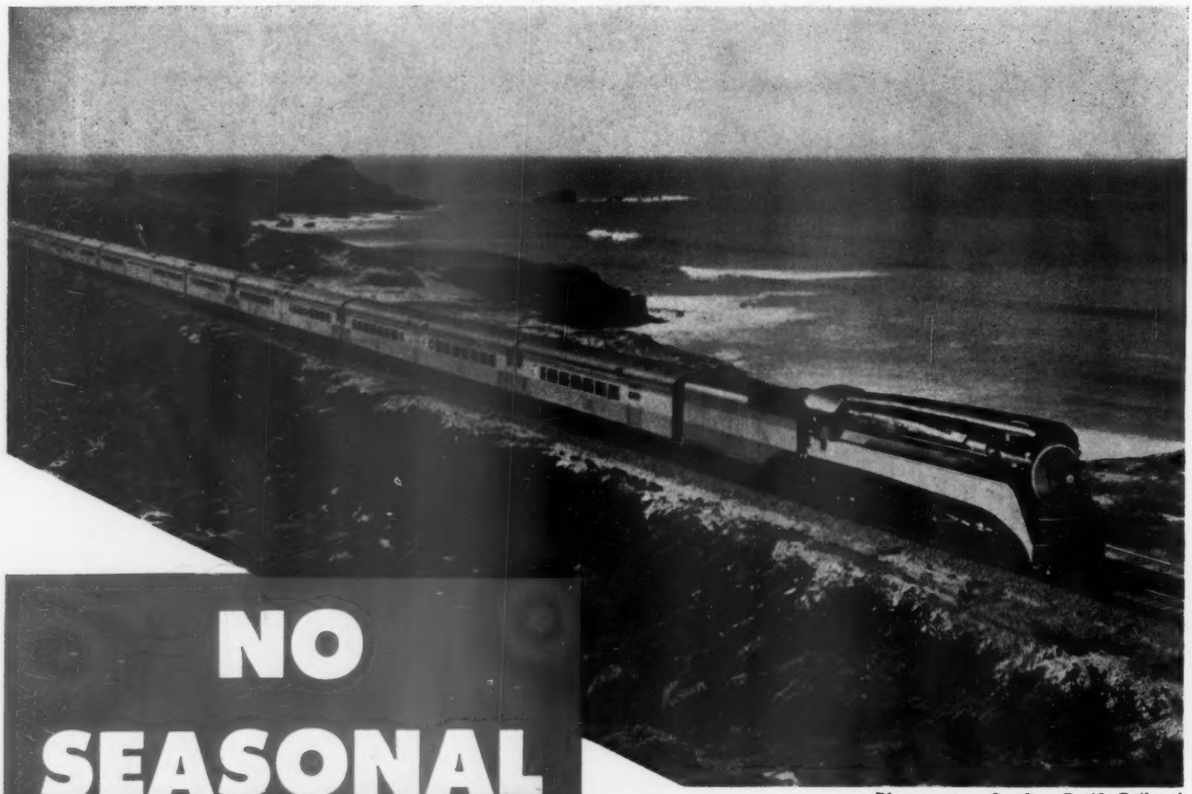

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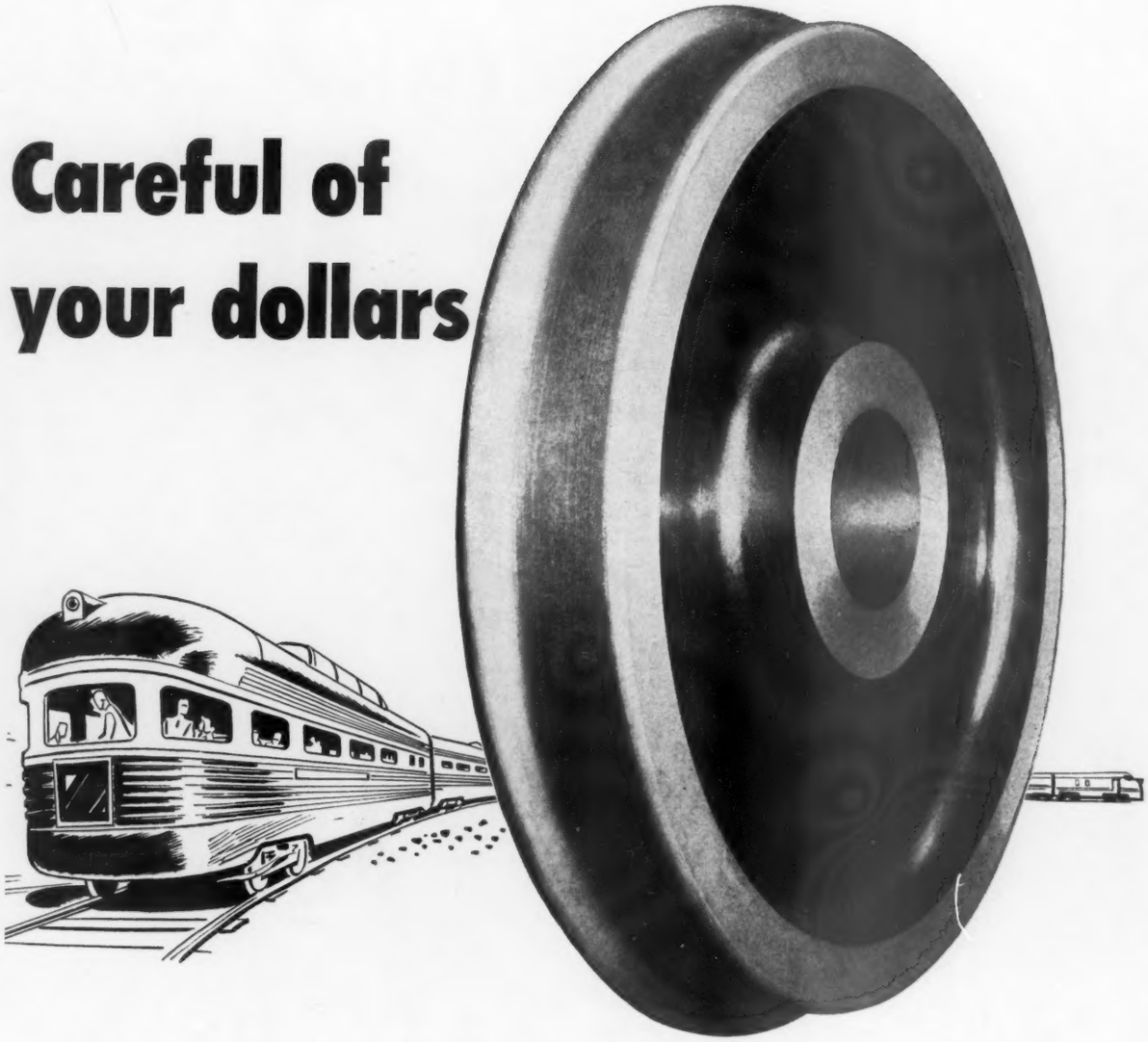

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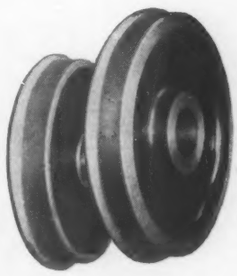

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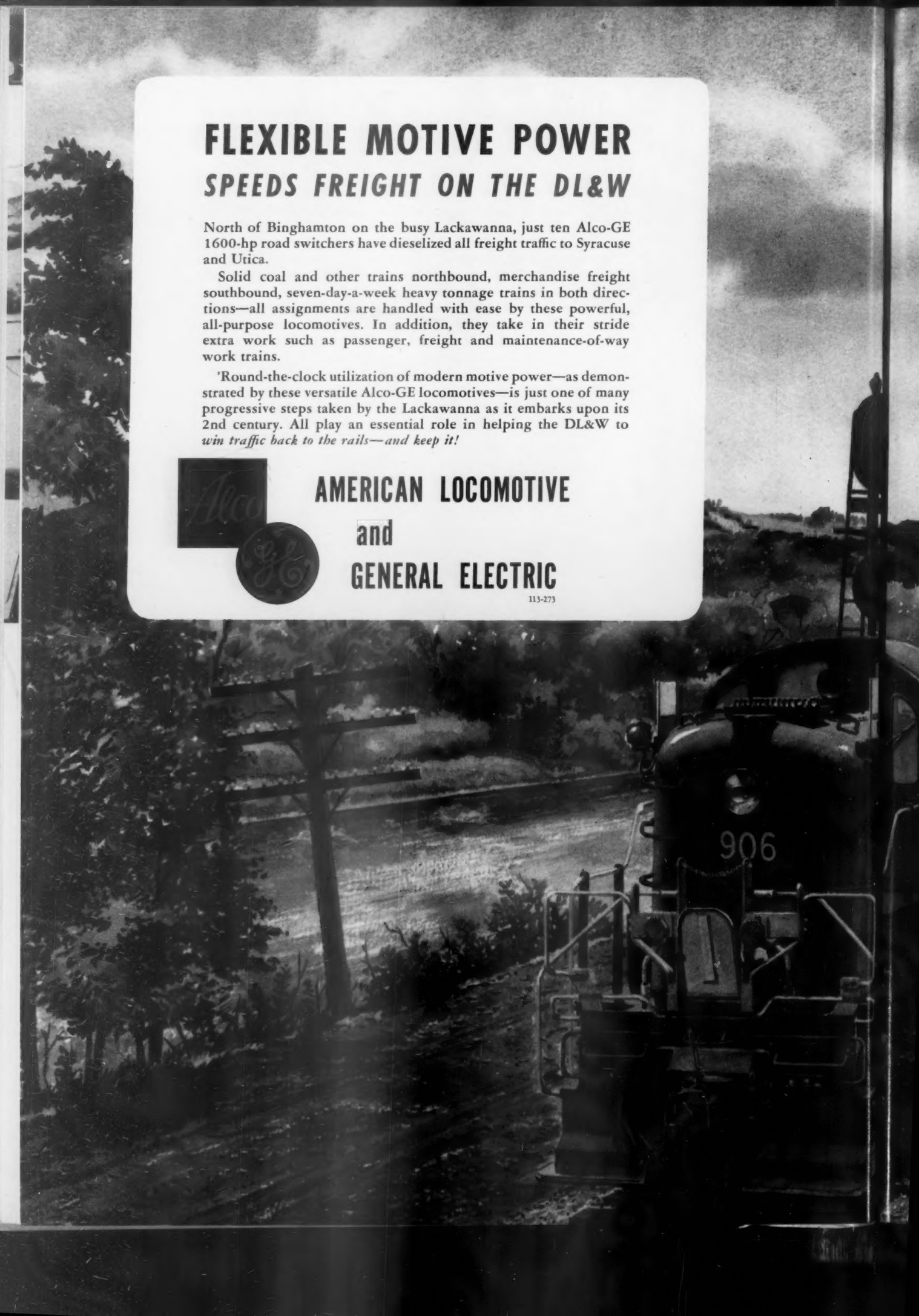
*For additional information, use postcard on pages 67, 68*

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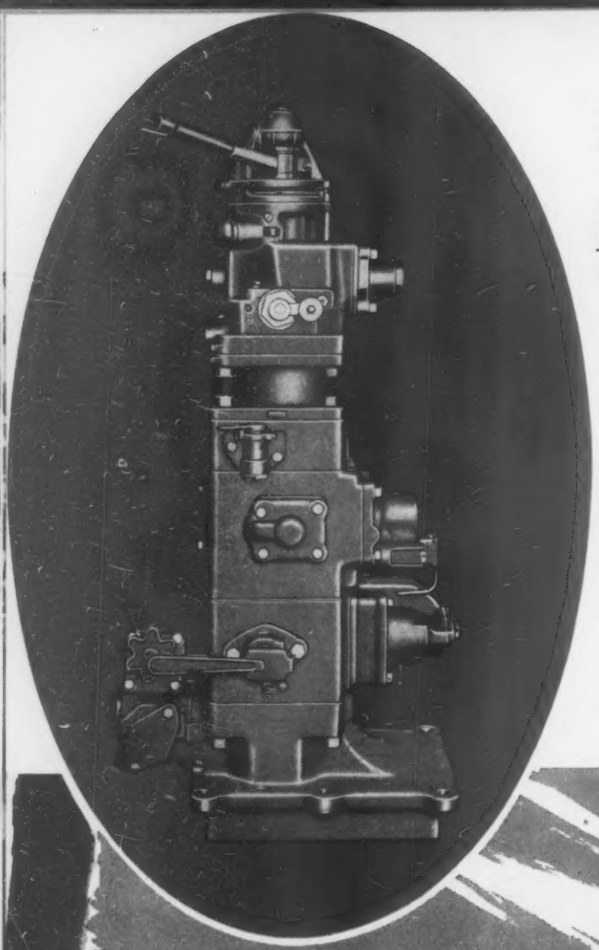

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AIR BRAKE DIVISION

WILMERDING, PA.

Vol. 131, No. 22 November 26, 1951

# RAILWAY AGE

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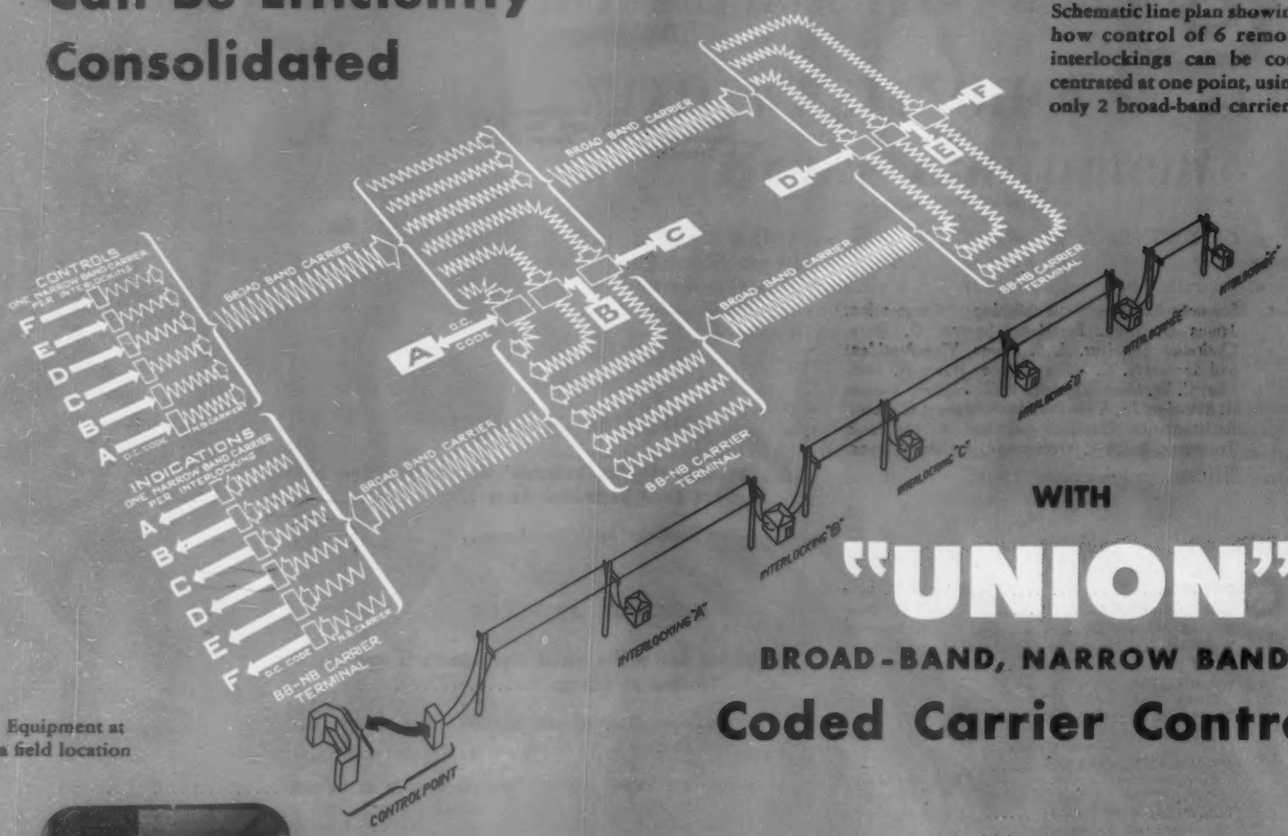


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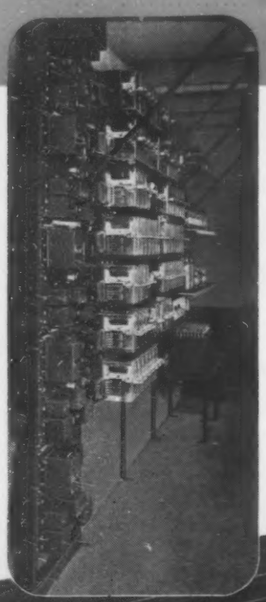

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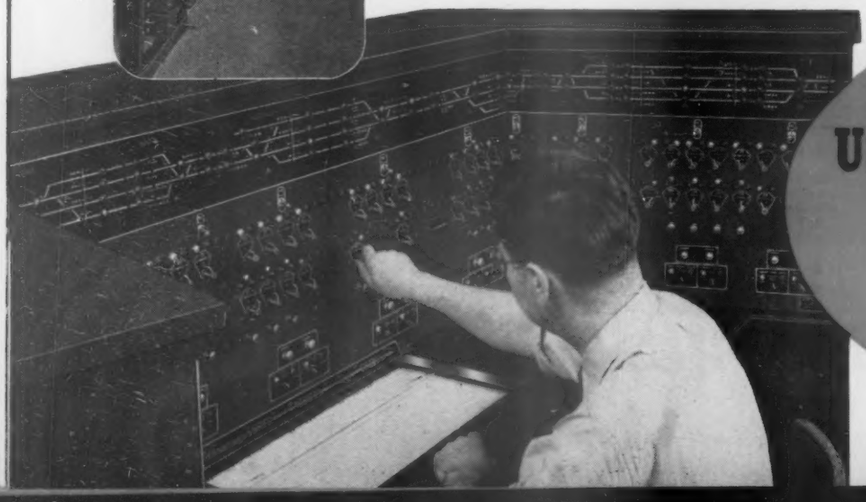

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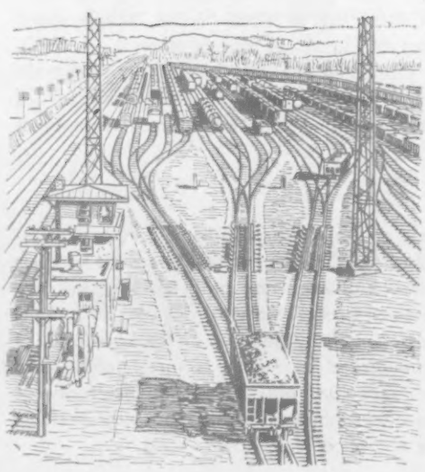
# WEEK AT A GLANCE

## CURRENT RAILWAY STATISTICS

| | |
|---|---|
| **Operating revenues, nine months** | |
| 1951 | $ 7,618,561,753 |
| 1950 | 6,757,696,350 |
| **Operating expenses, nine months** | |
| 1951 | $ 6,020,189,115 |
| 1950 | 5,160,195,075 |
| **Taxes, nine months** | |
| 1951 | $ 857,337,404 |
| 1950 | 783,172,146 |
| **Net railway operating income, nine months** | |
| 1951 | $ 589,700,770 |
| 1950 | 680,351,673 |
| **Net income, estimated, nine months** | |
| 1951 | $ 377,000,000 |
| 1950 | 469,000,000 |
| **Average price railroad stocks** | |
| November 20, 1951 | 53.18 |
| November 21, 1950 | 49.25 |
| **Car loadings, revenue freight** | |
| 45 weeks, 1951 | 35,449,436 |
| 45 weeks, 1950 | 33,733,845 |
| **Average daily freight car surplus** | |
| Week ended November 10, 1951 | 2,935 |
| Week ended November 11, 1950 | 4,475 |
| **Average daily freight car shortage** | |
| Week ended November 10, 1951 | 9,434 |
| Week ended November 11, 1950 | 27,362 |
| **Freight cars delivered** | |
| October 1951 | 10,082 |
| October 1950 | 5,501 |
| **Freight cars on order** | |
| November 1, 1951 | 132,792 |
| November 1, 1950 | 122,488 |
| **Freight cars held for repairs** | |
| October 1, 1951 | 97,176 |
| October 1, 1950 | 107,398 |
| **Net ton-miles per serviceable car per day** | |
| August 1951 (preliminary) | 1,074 |
| August 1950 | 1,093 |
| **Average number railroad employees** | |
| Mid-October 1951 | 1,271,809 |
| Mid-October 1950 | 1,291,549 |



## In This Issue . . .

**CHALLENGES AND LIMITATIONS:** Development of any effective working organization offers plenty of challenge—and brings the planner face to face with some practical limitations. Both were discussed in a recent address by Charles R. Hook, Jr., personnel vice-president of the C. & O., in an address which is abstracted on page 36, et seq. As Mr. Hook points out, "the challenges must be met—limitations recognized" in order "to improve the team" of business management on which "so much more depends . . . than ever before." The importance of personnel work, which is probably organization planning's Siamese twin, is the subject of this issue's first editorial, on page 27.

*IN THE NEWS COLUMNS.—Express Agency launches nation-wide campaign to recapture business.—Nickel Plate declares first common stock dividend in some 20 years.—Pennsylvania proposes reorganization plan for Long Island.—Illinois Central directors authorize issue and sale of up to $25 million in bonds, to meet debt maturities and replace working capital.—Texas & Pacific wins public relations award.—Hutchins and Murphy elected to A.A.R. board.—N.I.T. League holds 44th annual meeting (page 42).*

**"BUNNY AMONG ANACONDAS":** That is just about the position the railroads are in, former New Haven president Laurence F. Whittemore told the Railway Business Association at its annual dinner on November 16. To avert the transportation crisis "which is hurrying towards us," largely because of the ill treatment so long and so universally accorded to the railways, they need and must have, he declared, "the help of all industry." On the same day that Mr. Whittemore spoke to the R.B.A., A.A.R. President William T. Faricy indicated some of the directions such help could take, when he told a Chicago press conference that the railroads are suffering from "lack of materials and lack of funds." Both Mr. Whittemore's and Mr. Faricy's remarks are more fully reported in the news pages.

## In Washington . . .

*MAIL PAY: At long last, after nearly five years, the railroads have won I.C.C. approval of permanently higher rates for transportation of mail. The commission itself apparently thinks it did pretty well by the railroads, estimating the increase as virtually equivalent to the requested 95 per cent. But, it also points out, the higher rates still won't cover the full cost of handling mail. In other words, the railroads will still be in the unique position, though not to the same extent as heretofore, of subsidizing the government. Details of the rate decision are given on page 13.*

## WEEK AT A GLANCE

**PASSENGER TRAFFIC:** Like their proportion of total inter-city freight business, the railroads' "share" of total inter-city passenger movement showed a comparatively sharp decrease (9.7 per cent) in 1950 as compared with 1949, according to the latest "Monthly Comment" of the Interstate Commerce Commission's Bureau of Transport Economics and Statistics. Big beneficiaries of the overall gain in passenger movement were the air lines, with private automobiles also being more widely used. Motor carriers, like the railroads, had less traffic, according to the "Comment's" tabulation, reproduced in the news columns.

## . . . And Elsewhere

*FOR MERITORIOUS SERVICE: Headquarters and Headquarters Company of the 3rd Transportation Military Railway Service has been cited "for exceptionally meritorius conduct in the performance of outstanding services in Korea" during the period from July 9, 1950, to March 31, 1951. As a result, the unit, commanded by Lt. Col. Jesse M. McLellan, has been awarded the Meritorious Unit Commendation by the Secretary of the Army for the third time.*

**"WE ARE NOT RUNNING SHORT OF OIL,"** Delos W. Rentzel, undersecretary of commerce for transportation, told petroleum men in Chicago recently. The big problem is one of production—not basic supply—because "it has even been estimated by reliable sources that within the next five years or so, the U. S. can step up its present domestic production of crude oil by nearly 250,000 barrels per day." The fly in the ointment, he said, is steel, copper and machinery with which the petroleum industry can expand production. Admitting that present reserve oil capacity "is still too small for national security," he said that it "must be built back and maintained at safe levels as promptly as possible."

*BUSINESS PROFITS TOO HIGH? Does "big business" make too much money? According to a study by the Psychological Corporation of New York, based on some 5,000 personal interviews, about 38 per cent of the public thinks it does; 28 per cent thinks profits are "about right," only 3 per cent thinks they are too small, and 31 per cent just doesn't know. In a similar survey a year ago, 42 per cent of those questioned said big companies were making too much money, against the current 38 per cent.*

*D. J. RUSSELL (above), executive vice-president of the Southern Pacific since early this year, will become the president of that company on next January 1. Mr. Russell will succeed A. T. Mercier, who plans to retire on that date, after 48 years with the S. P.—the last 10 of them as its president.*

**TWENTIETH BIRTHDAY:** This present autumn marks the 20th full year of service by the Cotton Belt's "Blue Streak," high speed merchandise freight train from St. Louis to the Southwest. Born in the depression, the "Streak" pioneered the offering of express train speed for merchandise shippers. From a steam-powered "shortie" of 18 cars at birth, it has grown to become a diesel-powered train of at least 70 cars daily.

*"SOUND OFF": Officer veterans of the Military Railway Service will remember Colonel Bernard Lentz at Fort Slocum, who turned most of them into soldiers, and who had a knack of imparting proficiency in drill and calisthenics to creaking middle-aged frames that was little short of magic. The colonel is now getting a lot of publicity because of the popularity of the "Sound Off" song which he picked up from a colored soldier and which he had the Fort Slocum musicians play to enliven the footwork of his M.R.S. trainees. Both the colonel and the soldier are now deriving well merited royalties from the success of their catchy song.*

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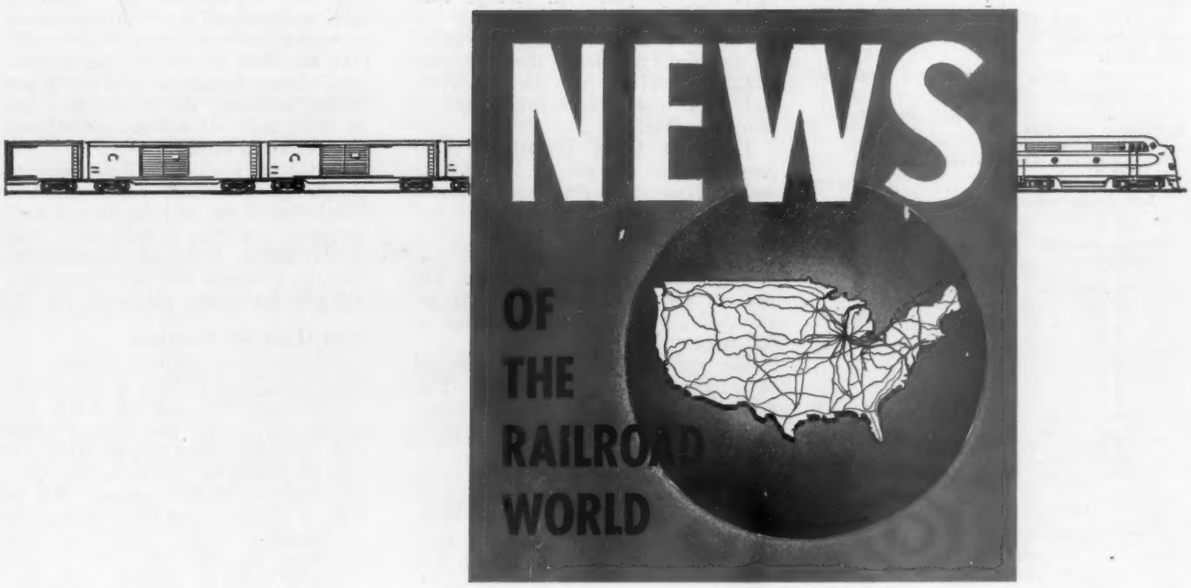



# Further Mail-Pay Increase Prescribed by the I. C. C.

**Raise will put revenue 31.5 per cent above 1950 basis; gives railroads what they asked for, according to commission spokesman**

Further increases, which will raise the railroads' mail pay about 31.5 per cent above the 1950 level, have been prescribed by the Interstate Commerce Commission.

The commission's decision was embodied in a second supplemental report on further hearing in the mail-pay proceeding (No. 9200), wherein the railroad application sought an increase of 95 per cent in the mail-pay rates that were in effect on February 18, 1947, the date on which the original application was filed. Present rates are those prescribed by the commission in 1928, plus an interim increase of 25 per cent authorized in the present proceeding by a commission order dated December 4, 1947.

However, the "1950 level" of mail pay, which will now be raised about 31.5 per cent, as noted above, reflected more than the 25 per cent interim increase. It was based on an agreement between the railroads and Post Office Department for settlement of the case's retroactive phase. The settlement provided for payment by the department of amounts which raised to a 48.8 per cent basis the increases applicable to the period from February 19, 1947, through December 31, 1950.

The 31.5-per-cent-above-1950 estimate was given in a commission notice, which also said that, because the newly-prescribed rates are on a different basis than their predecessors, "it is not possible to state exactly the amounts by which the new system will increase mail pay."

### May Yield $311.5 Million

Meanwhile, however, a figure of $311,532,000 was given as the prospective yield from the new rates on a volume like that of 1948. The yield from the same volume on the basis of the "1950 level" of mail pay was put at $236,643,000.

Supplementing the information contained in the notice, a spokesman for the commission calculated that the decision just about gave the railroads the 95 per cent increase in mail pay which their application sought. The spokesman's calculation indicated that rates in effect prior to the filing of the application would have produced an annual yield of $159,893,000 on the basis of a volume like that of 1948. He compared this with the estimated yield of $311,532,000 under the newly-prescribed rates, and came out wtih an increase of 94.8 per cent.

### Won't Cover Full Cost

Cost figures of record indicated that $311,532,000 would fail to cover the railroad expenses involved. "Unless these carriers," the commission said, "are able to effectuate economies in their operations, which it is their duty constantly to keep in mind, even the rates of pay prescribed herein will not cover the entire costs attributable to the handling of the mails, including a reasonable return on all of the property devoted to mail service. . . ."

As restated by the commission, the annual cost of providing mail service, on the 1948 basis would be $331,926,833. As computed by the railroads, these costs would total $372,444,713, but the Post Office Department had a figure of $225,606,366.

The newly-prescribed rates will be retroactive to January 1. The agreement which settled the retroactive phase for the period prior to that date was approved by the commission in a decision of December 4, 1950. (*Railway Age*, December 16, 1950, page 51.) That agreement also had provisions setting up the new mail-pay rate structure. The commission's notice described this change as follows:

In the prior rate system the carriers were paid for each of the several units of mail space a rate per mile that included all service furnished by the railroads. In the new system they are paid line-haul rates for each unit and, in addition, rates for terminal services in connection with mail carried in storage cars and in similar storage units.

The line-haul rates are stated in amounts per mile.

For storage mail in full storage cars the terminal charge is stated in amounts per car. For storage mail in smaller units of space, from 3 ft. up to and including 30 ft., terminal service, including loading and unloading of the mail, is compensated for by a charge per piece of mail handled.

Pay for storage mail in line-haul service on a round-trip basis is discontinued, and payment will be made for loaded move-

ments only. Pay for service in railway post-office cars and railway post-office apartments, however, is continued on a round-trip basis.

The new scale of rates and charges is as follows:

| | For each mile of service (cents) |
|---|---|
| A. Railway post-office cars and apartments | |
| 60 ft. | 56 |
| 30 ft. | 48 |
| 15 ft. | 31 |
| Full storage cars: | |
| 70 ft. | 77 |
| 60 ft. | 66 |
| Lesser units of storage space: | |
| 30 ft. | 48 |
| 27 ft. | 44 |
| 24 ft. | 40 |
| 21 ft. | 36 |
| 18 ft. | 31 |
| 15 ft. | 27 |
| 12 ft. | 24 |
| 9 ft. | 19 |
| 6 ft. | 19 |
| 3 ft. | 7 |
| B. Terminal charges— | |
| Per car charge: | (dollars) |
| 70 ft. | $58.10 |
| 60 ft. | 49.80 |
| Per piece charge: | (cents) 12 |

All of the foregoing are lower than charges proposed by the railroads, except the 48-cent and 31-cent mileage rates on 30-ft. and 15-ft. R.P.O. apartments, respectively, which are what the carriers proposed. For 60-ft. R.P.O. cars, the railroads proposed a mileage rate of 84 cents. The mileage rates they proposed on storage cars and space ranged from $1.12 for 70-ft. units to 11 cents for 3-ft. units. As for terminal charges, they proposed $82.25 and $70.50 per car for 70-ft. and 60-ft. cars, respectively, and a per-piece charge of 16.6 cents.

The Post Office Department proposed mileage charges for R.P.O. cars and apartments ranging from 24 cents to 39 cents; and for storage cars and space, from 5.16 cents to 52.5 cents. The department's proposal as to terminal charges suggested $41 and $35 per car for 70-ft. and 60-ft. cars, respectively, and a per-piece charge of 8.2 cents.

The commission's report occupied some 75 mimeographed sheets, plus appendices. Much of the discussion related to the cost studies and other like evidence.

The latter included estimates made by the Post Office Department as to savings which would result if truck service were substituted for rail service on a selected group of routes. The commission's comment on these estimates said they reflected line-haul costs only, with "no allowance for loading and unloading the vehicles or for provision of terminal facilities."

# R. E. A. Campaigns for Increased Business

The new weight-size regulations for parcel post shipments which go into effect next January 1 (*Railway Age*, November 12, page 13), will give the Railway Express Agency an opportunity to regain a large volume of express business lost to parcel post service in the past six years, A. L. Hammell, R.E.A. president, told *Railway Age* in New York on November 19.

**Top R.E.A. executives who will address the meeting in Boston on November 26 are, left to right, K. N. Merritt, vice-president — traffic; A. L. Hammell, president; and W. M. Smith, vice-president, Eastern departments**

The new regulations, Mr. Hammell said, are expected to restore to private enterprise carriers commercial traffic that has been diverted to the government service during the past few years, thereby assisting the Post Office Department in its attempt to reduce losses now sustained by it.

Additional business will not come to R.E.A. automatically, he emphasized. Employees of the express agency must obtain the business through their sales efforts and by handling shipments so that the company will merit the goodwill of the shipping public.

### Will Hold 40 Meetings

Mr. Hammell said the recently announced intensified sales program calling for sales meetings of R.E.A. employees throughout the country (*Railway Age*, November 5, page 18), will open in Boston on November 26. Thirty-nine other similar meetings will be held in 29 additional cities throughout the country. R.E.A. operating vice-presidents recently completed a series of conferences at company headquarters in New York to review present operations, facilities and manpower in preparation for next year's expected increase in business.

The regional meetings are to be conducted by K. N. Merritt, R.E.A. traffic vice-president. At each, Mr. Hammell plans to speak for about 30 minutes on "Service Is Our Business." The R.E.A. chief executive said he wants to emphasize that there is more to service than "getting a shipment from here to there," and will place particular stress on the importance of careful handling of merchandise. As a result of the R.E.A.'s new campaign to reduce loss and damage to express shipments, Mr. Hammell pointed out, the company's loss and damage bill is expected to be reduced by about one-fourth during the first 12 months of the campaign. A loss-and-damage program, he added, involves educating personnel and the company has found that on-the-job training not only is the best, but that it lives up to expectations.

After Mr. Hammell has addressed the regional meetings, Mr. Merritt will give the employees a picture of the potentialities for increasing the express agency's business, with emphasis on the potentialities created by the new parcel post regulations. Through these meetings, Mr. Hammell said, R.E.A. men "who meet the customers will be given an opportunity to learn details about the company's business. Individual employees will become aware of the problems facing the company and that the volume of business available to express agencies will go only to those companies which deserve it. We have a great team and I think the public will respond to our efforts."

"As part of our campaign to increase our business, now that R.E.A. will no longer be facing a government subsidized service as its chief competitor, we are making a careful examination of all our procedures: Loading and unloading, etc., and, of course, the role

of courtesy on the part of our employees to all members of the public they come into contact with."

Stressing that the express agency has the facilities and manpower to handle a much greater volume of business in the coming year and that it must be handled rapidly and efficiently to produce the kind of service the public expects, Mr. Hammell said that, as an indication of its attitude toward the future, the R.E.A. will have ready to roll by January 1 an additional 1,000 trucks which have been in "cold storage." "We believe," he said, "that we are going to need them."

## Railroads Face a Double Scarcity—Of Materials and of Funds—Faricy

The nation's railroads face a double scarcity — of materials and of funds with which to carry forward the program of improvements made necessary by national transportation needs — William T. Faricy, president of the Association of American Railroads stated in Chicago, at a November 16 press conference following the A.A.R. member line meeting. Mr. Faricy spoke to members of the daily and trade press as well as to news representatives of television, radio and motion pictures.

He said that reduction of materials allocations to the level of production needs for only 6,000 new freight cars a month would have a serious effect on future car production long after such allocations might be again raised to the 10,000 cars-a-month level. "It has been a long, hard, uphill struggle to reach the production goal of 10,000 cars each month which was only attained in October of this year. Now, with first quarter 1952 allocations cut back to 6,000 cars, not only will the flow of new freight cars be reduced, but more importantly, the construction organizations created by both the contract car builders and the railroad shops will be disrupted. Assembly lines will have to be shut down and trained labor forces dismissed. When the allocations again permit production of 10,000 cars a month the same slow uphill struggle — the training of a new construction force — will have to be faced all over again."

### "—And of Funds"

Mr. Faricy explained that postwar additions and betterments had been financed by installment buying and by drawing on working capital. "This working capital," he said, "has now been drawn down to a point where the railroads have in the treasuries only little more than enough to cover current cash expenditures for one-half of one month."

"To meet expenditures required for continued expansion and improvement of facilities, the railroads can no longer rely on reserves, but must depend on further borrowings, and—as a basis for credit — current earnings." He then explained how net earnings were down from last year — as much as 50 per cent in the month of September.

"Where is the money going to come from?" he asked, answering that "National needs of commerce and defense require that the railroad improvement program go on. Consequently ways and means must be found — and I am sure they will be found."

Explaining the general disappointment over freight rate increases granted by the Interstate Commerce Commission under Ex Parte 175, Mr. Faricy said he "continued to hope that the commission would finally realize its responsibilities."

### A Year of Research

Among the 150 research projects being carried out by the A.A.R.'s technical committees are studies in rail performance under traffic, tests of different designs of freight car trucks and snubbers, of new passenger car trucks to determine riding qualities on curves, and further development and application of radio and induction communications in train and yard operations. Details of these projects were revealed in a report presented to the membership at the meeting.

Mr. Faricy said the association's research program for next year would be the largest in history " . . . and we expect that it will keep on expanding." He said that the central research laboratory on the campus of Illinois Institute of Technology in Chicago has already been outgrown and that the association holds options on adjacent land on the campus for possible future expansion. He added, however, that there are no plans for additional building during the year 1952.

### The Railroad Hour

In answer to a specific question, Mr. Faricy said the association plans to continue its "Railroad Hour" radio program in its present form until the end of the current broadcasting season (June 1952), at least. He said that recent listenership surveys indicate that the program — now in its fourth year — has attracted a larger audience than many long standing programs of the highest caliber and that the association is "well satisfied" that the program is reaching a geographically well-balanced audience. Col. Robert S. Henry, vice-president — public relations of the association, supplemented Mr. Faricy's remarks by saying that inroads of television on radio audiences are being closely watched, but at the moment — since television audiences are largely con-

**THE FIRST of 65 new all-plywood Unicel freight cars, purchased for use on the new railroad being built by the Arabian-American Oil Company in Saudi Arabia, rolls off the production line at the Pressed Steel Car Company's plant at Hegewisch, Ill. Inspecting the car, and puzzling over the Arabic script (which reads "Arabian-American Oil Company 3100"), are, left to right, F. Dale Campbell of the Pressed Steel Car Company's export division; John J. Riordan, who is engineer for Arabian-American; W. F. Wilmas, executive vice-president of Pressed Steel Car; Henry A. Ford, of R. W. Hunt Company; and Bertrand Goldberg, designer of the Unicel freight car**

fined to metropolitan areas — the association feels the radio program is the most effective medium for the association's purpose.

Answering questions from the press, Mr. Faricy said:

Hot boxes on freight cars are one of the most important single problems facing the railroads today. Much of the association's research budget for the coming year will be devoted to the search for an answer.

Ammunition and other explosives "don't belong" on highways. By the very nature of highway traffic, truckers who seek to haul those materials can never take precautionary measures on a par with those taken by railroads.

Car shortages next year will depend to a considerable extent upon the trends of freight traffic and the course of the war situation, with materials allocations for new car production as the other major factor.

The present steel scrap shortage is a major U. S. problem. Since the scrapping of a steam locomotive yields on the average about 165 tons of steel, and since a diesel locomotive represents only about 120 tons of steel, it would be to both the nation's and the railroads' advantage to permit full production of diesel locomotives.

Curtis M. Hutchins, president of the Bangor & Aroostook, and H. C. Murphy, president of the Chicago, Burlington & Quincy, were elected to the A.A.R.'s board of directors, to succeed, respectively, E. S. French, president of the Boston & Maine and the Maine Central, and R. S. Macfarlane, president of the Northern Pacific. All executive officers of the association were reelected by the new board.

## Railroads—"Bunny Among Anacondas"—Need Direct Help from Industry

"Railroad management is so used to being kicked around by regulatory bodies, other government agencies, the public, and organized labor, that it has come to accept ill-treatment as commonplace." So spoke Laurence F. Whittemore, president of the Brown Company, Berlin, N. H., and former president of the New Haven, in his address before the 43rd annual dinner of the Railway Business Association, held in Chicago on November 16. The 950 members and guests attending the formal dinner were told that equality of regulation and government support were "a bill of goods" which cannot be sold to the public by the managers of the railroads alone; that, to do so, management would be in the same situation as "a bunny in a den of anaconda snakes, preaching the virtues of a vegetarian diet."

The speaker urged "industry in general" to come to the aid of the carriers "in its own awakened self-interest." He warned that "statement and restatement of facts will do no good unless positive public action is taken."

The railroads, he said, are suffering from lack of earning power—a disease which can be cured only by "reasonable people acting in mutual self-interest." "The transportation crisis which is hurrying towards us," Mr. Whittemore pointed out, "will reach its first degree of acuteness in the East" where failure of railroad earning power is most noticeable, resulting from both the plant and character and density of traffic under which the railroads there must operate.

Asserting that passing of the monopoly position of the railroads makes it necessary that all past regulatory practices "be closely scrutinized," and that only such regulation should be preserved "as is clearly necessary to protect the public," the speaker expressed the opinion that efforts of the railroads thus far to obtain equality of treatment "have not been entirely successful." Harking back to the "Report on National Transportation" by the so-called "Coolidge Committee" in 1932—the findings and recommenda-

***RAILWAY AGE* GOES TO SCHOOL—in the person of its electrical editor, Alfred G. Oehler, who, along with 50 railroad men, recently completed the Electro-Motive Division's November 5-16 basic course in diesel-electric locomotive operation and maintenance. The entire class, shown here, with names in each row reading from left to right, includes:**

*First row*—G. W. Conner, C. & O.; L. C. Woodrum, C. & O.; Harold F. Nelson, G.N.; Selbert Mitchell, C. & O.; W. H. McCallister, C. & O.; Mr. Oehler; J. C. Crawford, instructor, Electro-Motive Division; Robert E. Ward, P.R.R.; Owen J. O'Keefe, G.N.; Michael R. Lepore, C.R.I. & P.; G. G. Hunter, St.L.S.W.; D. V. Middleton, St.L.S.W.; H. J. Hoegg, L. V.; *second row*—Joseph O. Tegerson, Jr., S.A.L.; G. D. McCabe, Jr., A.C.L.; D. A. Conte, P.R.R.; J. D. White, A.C.L.; S. J. Urbanik, P.R.R.; Louis Hoppa, G.N.; A. W. Nelson, G.N.; Carl I. Underwood, C. & E.I.; George J. Furch, P.R.R.; G. W. Smith. C. & O.; Henry Rau, C. & O.; *third row*—I. B. Reese, Jr., S.A.L.; L. M. Freeman, A. & W.P.; S. D. Griffin, A. & W.P.; J. O. Murphy, C.P.; Wilford M. Aikins, C.P.; William Schmidt, G.N.; O. L. Branthoover, P.R.R.; Robert D. Beinbrech, C. & O.; George E. Wilhelm, P.R.R.; Edward M. Cauley, L.V.; *fourth row*—A. C. Young, L. & N.; Claude C. Ritter, N.Y.C.; Ambrose J. Eckart, B. & O.; Michael Zuk, C.P.; T. C. Korczynski, N.Y.C.; M. A. Cheatham, B. & O.; James A. McCormick, C.P.; A. W Betton, C.P.; Burney Cales, N.Y.C.; Edward D. Devaney, A. & W.P.; *fifth row*—L. M. Fendt, A.C.L.; N. J. Wills, A. & W.P.; H. D. Trevathan, St.L.S.W.; Kenneth A. Wren, C.R.I. & P.; L. W. Martin, M.P.; O. W. Sparker, N.Y.C.; Wilbur R. Gouldner, L.V.; Archibald T. Vaughan, B. & O.

tions of which he summarized in part —Mr. Whittemore argued that the situation of the railroads, so aptly described in that report of almost 20 years ago, has worsened in most respects. Thus, for example, labor contracts "made under duress" are more burdensome than they were in 1932. The results of the efforts of management and the railway supply industry toward greater efficiency have been largely swept away by a multiplicity of cost increases and regulatory handicaps.

Referring elsewhere in his talk to the position of American business in general, the speaker characterized industrial enterprise as a player in a football game employing the two-platoon system, but in which industry has the chance only to play a defensive game, and never gets the opportunity to carry the ball.

Presiding officer for the dinner was Norman Naylor, chairman of R.B.A.'s executive committee, who read the unchanged platform of the association and reviewed its activities of the year past, including representations before the Senate subcommittee on transportation, under Senate Resolution 50, and its nationwide-survey of business opinion on railroad ownership and control.

At the meeting of members earlier in the day, all officers and members of the executive committee and governing board were re-elected. Champ Carry, president of Pullman, Inc., and chairman of the Pullman-Standard Car Manufacturing Company, was elected to fill a newly created vice-presidency in R.B.A. R. A. Williams, president of the Standard Railway Equipment Manufacturing Company, was chairman of the dinner committee, and George L. Green, vice-president—sales of the Spring Packing Corporation, was chairman of the reception committee.

## M. W. CLEMENT TO RETIRE

**M. W. Clement, chairman and former president of the Pennsylvania, will retire on December 31, it was announced last week. Mr. Clement was born on December 5, 1881, and on that date this year will reach the road's retirement age of 70. He has been with the Pennsylvania for more than 50 years.**

# Air Lines' Share of Intercity Passenger Traffic Rose in 1950

### They gained while railroads slipped, according to figures in I. C. C. bureau's "Monthly Comment"

The railroads' "share" of total intercity passenger traffic fell from 9.38 per cent in 1949 to 8.12 per cent in 1950, while the air lines' "share" rose from 1.77 per cent to 2.01 per cent. This was shown by figures in the latest "Monthly Comment" issued by the Bureau of Transport Economics and Statistics of the Interstate Commerce Commission.

The "Comment" also had figures which indicated how the average revenue per passenger-mile for air as compared with rail has been "further narrowed" in 1950. Other articles deal with holdings of railway securities, the age of railroad cars, and the trend of railroad employment.

The figures showing how intercity passenger traffic was divided among the various agencies of transportation are in the accompanying table, reproduced from the "Comment." Like figures on intercity freight traffic were in the previous issue. (*Railway Age* of October 22, page 11.)

The revenue-per-passenger-mile figures showed that the over-all railroad average for all passenger services was 2.56 cents in 1950, up slightly more than a mill above the 1949 figure of 2.45 cents. The 1950 figure for scheduled domestic air lines was 5.55 cents, down slightly more than two mills from 1949's 5.76 cents. The 1950 average for the railroads' parlor and sleeper services was 3.25 cents, compared with 3.14 cents in 1949. The 1950 average for intercity Class I bus operators was 1.91 cents, compared with 1949's 1.84 cents.

The drop in the air lines' average at a time when those of the railroads and buses were increasing reflected use by the air traveler of fares of the so-called air-coach type, the bureau suggested.

It also presented indices of average-revenue figures on the basis of 1942 as 100. The 1950 index for all railroad passenger services was 133.3, the parlor-sleeper index, 135.4, and the coach index, 139.5. The air lines' 1950 index was 105.1, while that of the intercity buses was 115.8.

The article on holdings of railroad securities showed that the par value of unmatured railway funded debt held by the public at the close of 1950 was $8,638 million, a decrease of 0.6 per cent below December 31, 1949. The 1950 figure included equipment obligations totaling about $1,848 million. $155 million more than the total of equipment obligations outstanding at the end of 1949.

Largely because of reorganizations and "considerable" debt retirements by many roads, unmatured funded debt held by the public at the end of 1950 was 27.3 per cent below 1930's year-end figure. Meanwhile, capital stock held by the public was down 2.9 per cent—from $7,186 million to $6,980 million.

As for railroad securities held by railroad companies, the funded-debt total as of December 31, 1950, was $2,267 million, a decrease of 4.3 per cent below the $2,369 million held at the close of 1930. The capital-stock total as of December 31, 1950, was $2,514 million, 13.2 per cent less than 1930's year-end total of $2,897 million.

The figures showing the age of freight and pasenger-train cars were based on data published by the American Railway Car Institute. They showed that 54.25 per cent of the 1,724,407 freight cars in service on January 1, 1951, were over 20 years old, and 17.92 per cent were over 30 years old. The average age of all freight cars was 19.5 years.

As of the same date, the average age of passenger-train cars was 26.1 years. There were 43,936 passenger-train cars in service, and 77.93 per cent were over 20 years old. About 15 per cent were in the one-to-ten-year age groups.

The article on railroad employment compared changes in the number of employees with changes in total compensation. The figures showed that employment during this year's first eight months was above that of comparable 1950 months by percentages ranging from 2.1 in August to 13.8 in May. Meanwhile, total compensation was up by percentages ranging from 12.2 per cent in August to 19.5 per cent in April.

**VOLUME OF INTERCITY PASSENGER TRAFFIC IN PASSENGER-MILES BY KINDS OF TRANSPORTATION, YEAR 1949-1950**

| Transport agency | Passenger-miles (billions) | | Percent of change 1950 vs. | Percent of annual total | |
|---|---|---|---|---|---|
| | 1949 | 1950 1/ | 1949 | 1949 | 1950 |
| Railways, steam and electric | 36.0 | 32.5 | − 9.7 | 9.38 | 8.12 |
| Highways: | | | | | |
| Motor carriers of passengers | 22.4 | 20.9 | − 6.7 | 5.85 | 5.23 |
| Private automobiles | 316.7 | 337.3 | + 6.5 | 82.63 | 84.34 |
| Inland waterways, including Great Lakes | 1.4 | 1.2 | −15.1 | .37 | .30 |
| Airways (domestic revenue service) | 6.8 | 8.0 | +18.6 | 1.77 | 2.01 |
| Grand total | 383.3 | 399.9 | + 4.3 | 100.00 | 100.00 |

1/ Preliminary estimates.

## Freight Car Loadings

Freight car loadings for the week ended November 17, and car surpluses and shortages for the same week, were not available when this issue of *Railway Age* went to press.

Loadings of revenue freight for the week ended November 10 totaled 791,-

403 cars; the summary for that week, as compiled by the Car Service Division of the Association of American Railroads, follows:

REVENUE FREIGHT CAR LOADINGS

For the week ended Saturday, November 10

| District | 1951 | 1950 | 1949 |
|---|---|---|---|
| Eastern | 129,900 | 142,372 | 115,059 |
| Allegheny | 158,565 | 168,510 | 104,362 |
| Pocahontas | 63,052 | 60,015 | 40,443 |
| Southern | 130,793 | 136,845 | 112,505 |
| Northwestern | 107,827 | 127,542 | 76,015 |
| Central Western | 138,431 | 137,781 | 123,230 |
| Southwestern | 62,835 | 66,815 | 64,209 |
| Total Western Districts | 309,093 | 332,138 | 263,454 |
| Total All Roads | 791,403 | 839,880 | 635,823 |
| Commodities: | | | |
| Grain and grain products | 52,567 | 55,636 | 56,016 |
| Livestock | 13,957 | 12,451 | 13,412 |
| Coal | 167,059 | 153,412 | 113,616 |
| Coke | 16,968 | 16,045 | 4,596 |
| Forest products | 45,497 | 48,327 | 41,781 |
| Ore | 40,366 | 62,764 | 7,646 |
| Merchandise l.c.l. | 73,230 | 86,758 | 87,210 |
| Miscellaneous | 381,759 | 404,487 | 311,546 |
| November 10 | 791,403 | 839,880 | 635,823 |
| November 3 | 837,743 | 863,149 | 578,981 |
| October 27 | 863,961 | 887,935 | 591,315 |
| October 20 | 886,648 | 891,230 | 589,088 |
| October 13 | 868,683 | 888,889 | 583,948 |
| Cumulative total 45 weeks | 35,449,436 | 33,733,845 | 31,366,361 |

**In Canada.**—Car loadings for the week ended November 10 totaled 83,953 cars, compared with 84,967 cars for the previous week and 85,140 cars for the corresponding week last year, according to the Dominion Bureau of Statistics.

| | Revenue Cars Loaded | Total Cars Rec'd from Connections |
|---|---|---|
| Totals for Canada: | | |
| November 10, 1951 | 83,953 | 31,703 |
| November 11, 1950 | 85,140 | 34,146 |
| Cuumlative totals for Canada: | | |
| November 10, 1951 | 3,628,561 | 1,552,791 |
| November 11, 1950 | 3,365,677 | 1,414,504 |

## T. & P. Americanism Ads Win A.P.R.A. Award

The Texas & Pacific has been awarded a "Silver Anvil" trophy by the American Public Relations Association for its current series of newspaper and magazine advertisements on the theme "How You Can Make America Strong." The award was made to J. B. Shores, T. & P. public relations director, by Harold E. Stassen, at an awards luncheon during the association's annual meeting in Philadelphia, November 14-15.

The "Silver Anvil" is given to industries and professions in recognition of outstanding efforts in influencing public opinion and in following noteworthy practices in the field of public relations. Twelve such awards were made, the T. & P.'s being in the field of transportation. They are considered the oldest and most highly-coveted recognition of top performance in the public relations profession.

The winning advertisements have been inserted periodically in 120 newspapers along T. & P. lines in Texas and Louisiana and in a select group of newspapers and magazines throughout the U. S., including *Railway Age*. Each was centered around four simple words — "Work, Save, Vote and Pray." Coupled with each is an offer to send a free copy of T. & P. President W. G. Vollmer's article, "The Four Pillars of Freedom," of which more than 400,000 copies have been distributed, by request, during the six and one-half months the campaign has been in progress.


### MORE NEWS ON PAGE 49

**Additional general news appears on page 49, followed by regular news departments, which begin on the following pages:**


| | |
|---|---|
| Organizations | 50 |
| Supply Trade | 55 |
| Equipment & Supplies | 58 |
| Construction | 58 |
| Financial | 58 |
| Railway Officers | 60 |



## New York Commuter Service Discussed

Shortcomings of the facilities in the New York metropolitan area for passenger transportation, particularly of the commuter type, received a thorough airing at the November 15 meeting of the New York Railroad Club. Among the speakers were William Reid, president of the Hudson & Manhattan, William H. Draper, Jr., retiring trustee of the Long Island, Perry M. Shoemaker, vice-president of the Delaware, Lackawanna & Western, Col. L. Alfred Jenny, proponent of plans for bringing New Jersey railroads into Manhattan, and Wallace D. Van Etten, president of the Association of Metropolitan Commuters.

Mr. Reid developed these basic premises: (1) transportation of great masses of people in and out of the city daily can be done more economically by railroads than by other forms of transportation; (2) the commutation service now provided by the railroads is dangerously far from being self-supporting; (3) further construction at public expense of river crossings and parkways for automobiles that add further to traffic congestion should be halted; and (4) with existing railroads as a base, improved routes and facilities should be provided for more passenger transportation by railroad, privately managed but financed in the same way as existing subsidized modes of transportation.

Mr. Reid asserted that the railroads serving New York have been at fault in allowing "conditions continually to get worse" without "working towards a unified mass-transportation system" in the metropolitan area, in which "needless duplication" of services and facilities would be eliminated.

"The railroads operating in and around New York must make up their minds," he said, "whether or not they want to improve commuter service. They, like everyone else, are paying their share of the subsidies now being furnished for highways and highway facilities.

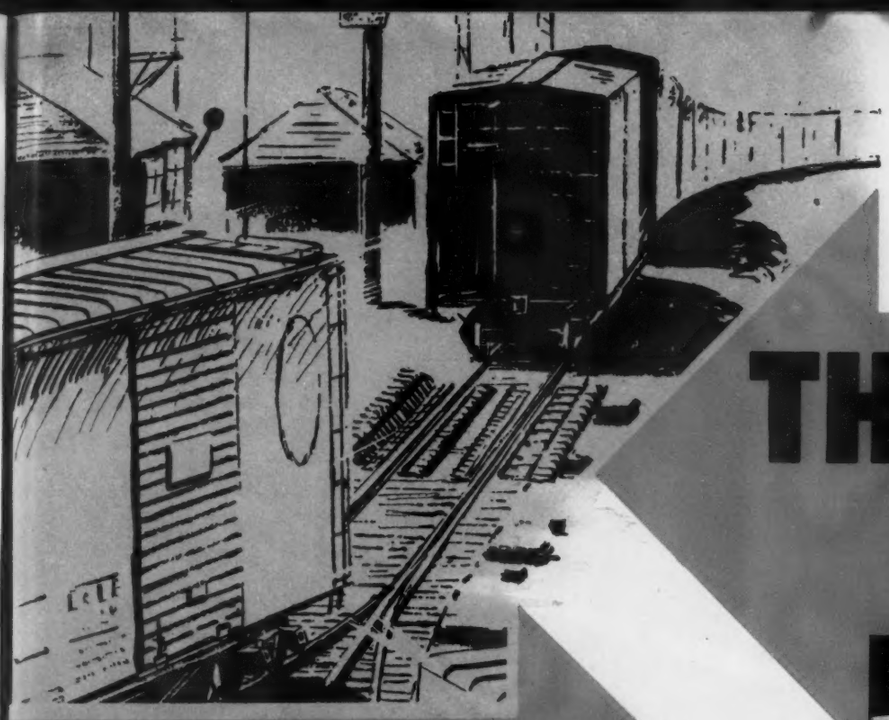
Do they want to increase the amounts they now pay and so continue helping their competitors, or do they want to help bring into being a unified transportation system. . . . ? If they do, they must reconcile themselves to some sort of organization which can obtain subsidies in the form of real estate tax exemption, low rates of interest on tax-exempt bonds, and savings by elimination of duplicating services, . . . with governmental supplementation of revenue if fares cannot be made high enough to pay operating costs."

Mr. Draper devoted himself to a review of the present financial situation of the Long Island, which is meeting its regular expenses, he explained, by not paying interest on bonds (except equipment trusts and grade crossing obligations) and by not paying real estate and franchise taxes. The problem facing the trustee of the Long Island, the three-man public authority set up by Governor Dewey of New York to propose a remedy for the railroad's predicament, and the Pennsylvania, as owner and chief creditor of the Long Island, is, he said, two-fold: (1) Can the Long Island produce enough revenue on a private-enterprise basis to become a paying operation, or, if commuters cannote afford the cost of private operation, (2) what alternative is most feasible?

Mr. Shoemaker took issue with some of Mr. Reid's remarks, and particularly with the contention that the rail-

*(Continued on page 49)*

**FULFILLING HIS CLASS PROPHECY, Frank E. Martin, recently elected vice-president and comptroller of the Illinois Central, took his business car to Newton, Ill., where he invited members of his high school graduating class (1913) to a dinner aboard the car. At the time of his graduation, a prophecy was made that he would become vice-president of the I.C. When he learned of the prophecy, Mr. Martin promised his class that, if he made the grade, he would have them all to dinner in his business car. Now he has not only made the grade (*Railway Age*, August 27, page 62), but has carried out his promise to the class as well**



# THESE CARS WILL HIT LIKE THIS

Picture yourself behind the wheel in an automobile crashing into a truck at 45 miles per hour.

The energy of such an impact is comparable to that of a loaded railroad box car (169,000 lbs.) coupling with a standing car at six miles per hour. Practically no freight moves by rail that is not subjected to such or even greater hump-yard impacts.

Hump-yard impacts are the bogeymen of modern railroad freight handling. There is only one answer . . . improved cushioning . . . WAUGHMAT TWIN CUSHIONS.

WAUGHMAT TWIN CUSHIONS, the double action steel and rubber draft gear, have no solid point. TWIN CUSHIONS provide complete protection for cars and lading against the majority of excessive hump-yard coupling impacts.

Specify TWIN CUSHIONS on your new cars or for draft gear replacement on existing cars.

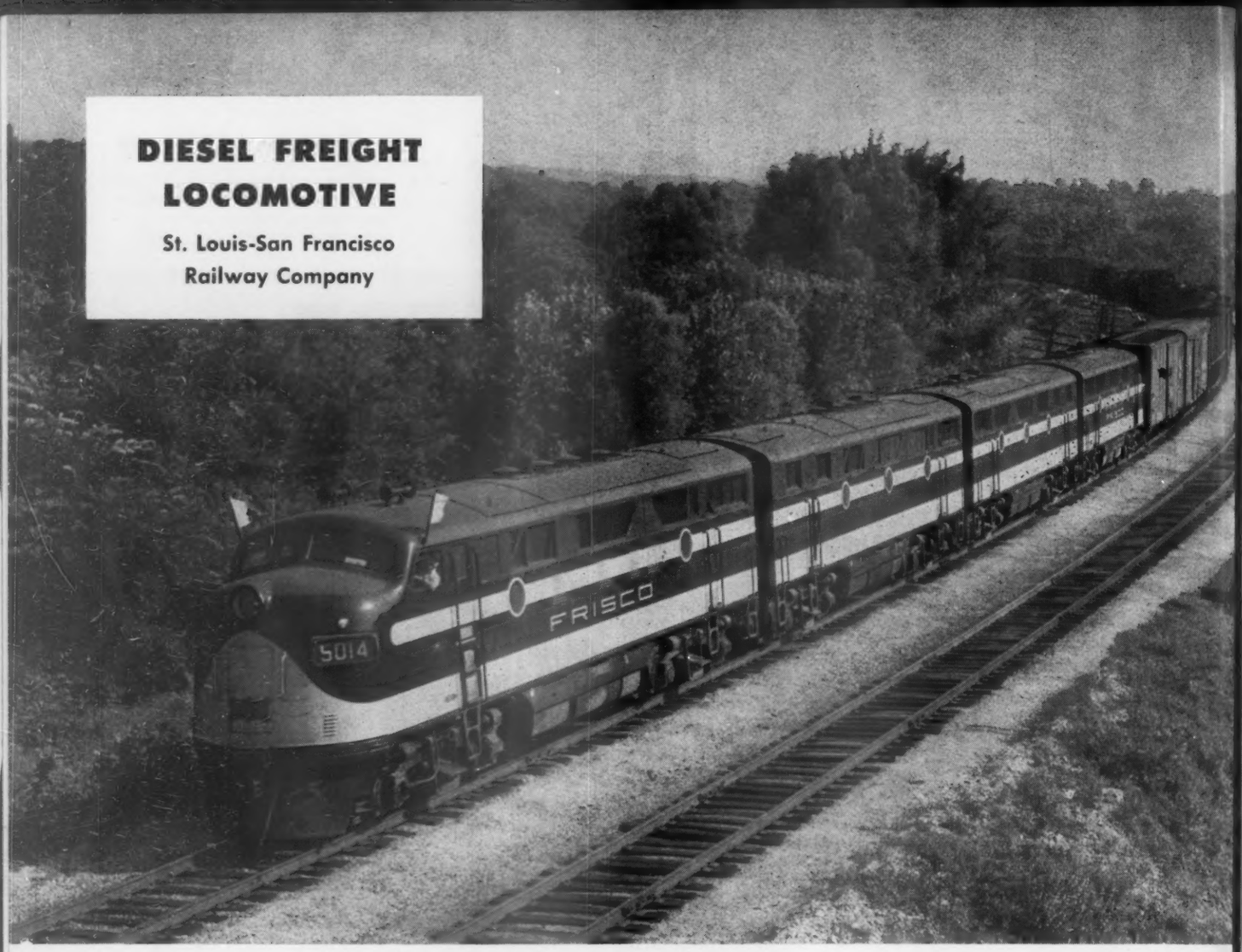
**WAUGH EQUIPMENT COMPANY**

420 LEXINGTON AVENUE • NEW YORK 17, N. Y.
CHICAGO — ST. LOUIS
CANADIAN WAUGH EQUIPMENT COMPANY, MONTREAL

***2 out of 5*** **home-cars, on the average, are on home lines at all times. Hence 2 out of 5 of your lading damage claims can be charged to your own cars, on your own line, under your own operation.**

WAUGHMAT *Twin Cushions*

TRADE MARK REGISTERED




**DIESEL FREIGHT LOCOMOTIVE**

St. Louis-San Francisco Railway Company

# Over eight million unit miles on...

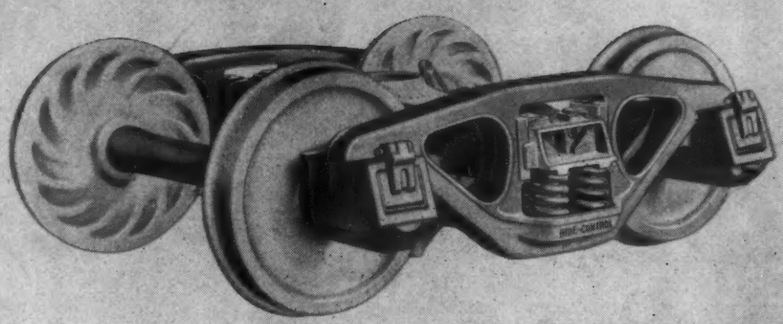
Efficient diesel locomotives keep freight moving swiftly on the Frisco Lines. Thirty-nine of these hard-working diesel locomotives have totaled over eight million unit miles of operation on STANDARD HD Diesel Oil. Clean, protective lubrication by this outstanding heavy-duty lubricant has helped keep maintenance costs low and engines operating at top efficiency.

On more than 70 railroads, STANDARD HD Diesel Oil has proved its ability to provide safe, effective lubrication under the severest conditions of diesel operation. The benefits it offers are worth investigating! Make use, too, of the services offered by a Standard Oil Railway Department representative. He has the training and practical experience to help you.

**STANDARD HD**
TRADE MARK
**Diesel Oil**

Standard Oil Company (Indiana), 910 South Michigan Avenue, Chicago 80, Illinois.

**STANDARD OIL COMPANY (INDIANA)** STANDARD



THE A·S·F RIDE-CONTROL TRUCK
. . . first—by far—with Users!

More Users buy more A-S-F Ride-Control Trucks than all other trucks combined...because Ride-Control® is smooth-riding, long-lasting--cuts operating costs!

**American Steel Foundries**

MINT MARK OF ⬡ FINE PRODUCTS

IN CANADA: INTERNATIONAL EQUIPMENT CO., LTD. MONTREAL

# We need 3000 Carloads of Scrap a Day

**Every pound of dormant scrap you can furnish will help to keep the steel mills and foundries producing**

Steel mill furnaces are gobbling up scrap faster than it's being delivered. To maintain planned schedules of steel production for both military and civilian purposes, the mills must have *more* iron and steel scrap.

**Get in the Scrap—Yourself!**

Whatever your business, you undoubtedly have scrap. If there's dust on it or rust on it—it may be scrap. If it's scrap—it's *needed.*

Turn it over to your local scrap dealer and help lick this critical scrap shortage.

**What you can do to help**

1. Appoint one top official in your plant to take full responsibility for surveying the plant and getting out the scrap.
2. Consult with your local Scrap Mobilization Committee about its program to help out in the scrap crisis. The nearest office of the National Production Authority, Department of Commerce, can tell you who your local Scrap Mobilization chairman is.
3. Call in your local scrap dealer to help you work out a practical scrapping program. Non-ferrous scrap needed, too!
4. Write for free booklet, "Top Management: Your Program for Emergency Scrap Recovery", addressing Advertising Council, 25 W. 45th St., N. Y. 19.

**FACTS YOU SHOULD KNOW ABOUT STEEL PRODUCTION**

| | | |
|---|---|---|
| Steel production | 1950 | 97,800,000 net tons |
| Estimated capacity | 1952 | 119,500,000 net tons |
| Purchased scrap used* | 1950 | 29,500,000 gross tons |
| Estimated purchased scrap requirement* | 1952 | 36,200,000 gross tons |

*All consumers

***This advertisement is a contribution, in the national interest, by***

# RAILWAY AGE

# TURN IN YOUR SCRAP

**SCRAP IS AN ESSENTIAL INGREDIENT for the production of steel. To maintain the heavy demands of defense *and* consumer production, the steel industry needs *more* scrap.**

**Check your plants and yards and turn in all available scrap.**

**One large corporation turned up enough obsolete jigs, tools, machinery, junk from dismantling and wrecking fixtures, dies and inactive service parts to make steel for 4,000 light tanks. This tonnage would also build many freight cars, locomotives, and other essential equipment for the railroads.**

*Standard*

**RAILWAY EQUIPMENT MANUFACTURING COMPANY**

310 South Michigan Avenue, Chicago 4
247 Park Avenue, New York 17
582 MARKET ST., SAN FRANCISCO, 4
1st NATIONAL BANK BUILDING, ST. PAUL, 1

# Here's where you can save PLENTY!

IT TAKES a major investment in tools and facilities to equip a factory for rebuilding the principal components of Diesel locomotives.

These rebuilding jobs recur at irregular and infrequent intervals, leaving long periods when such facilities might not be needed at all by an individual railroad.

So Electro-Motive started—several years ago—to build up a network of such factories where the work of many railroads could be pooled, freeing individual railroads from the necessity of making such major and unproductive investments themselves.

As a result there stand today, at six strategic points, factory branches which not only save the railroads the investment, but also turn out a quality of work obtainable no other way.

For Electro-Motive Factory Branches are equipped with the latest, most modern tools and facilities—and staffed by specially trained personnel—to rebuild Diesel locomotive components with the same techniques and standards used at the factory in original manufacture.

Beyond this, and most important, they are equipped to put into the rebuild job all the improvements in parts and advances in technology that are constantly being developed at the parent plants.

The result of all this is that Electro-Motive offers railroad customers top quality rebuilds at lowest cost—with a full guarantee of new-part performance on every rebuilt assembly.

*Some of the specialized tools and equipment at Electro-Motive's Branch Factories*

## *What we mean by "Unit Exchange"*

There are two ways in which components may be sent to Electro-Motive for rebuilding. "Rebuild and Return" involves the rebuild and return of the customer's property. "Unit Exchange" means the immediate delivery of a previously rebuilt and fully guaranteed component in exchange for one needing rebuilding sent in by the customer. You pay only for the work needed to bring the assembly to top-quality standards at Electro-Motive's low flat-rate charge.

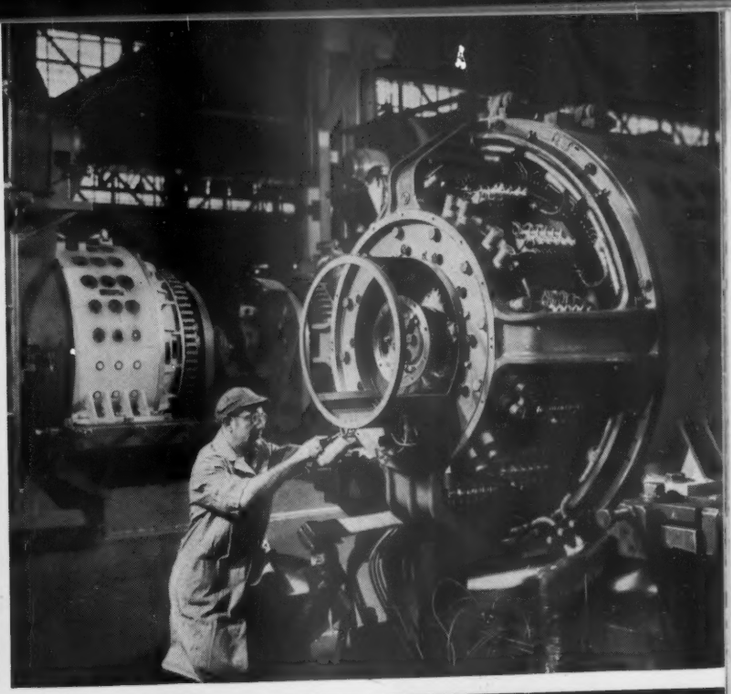
## ELECTRO-MOTIVE DIVISION

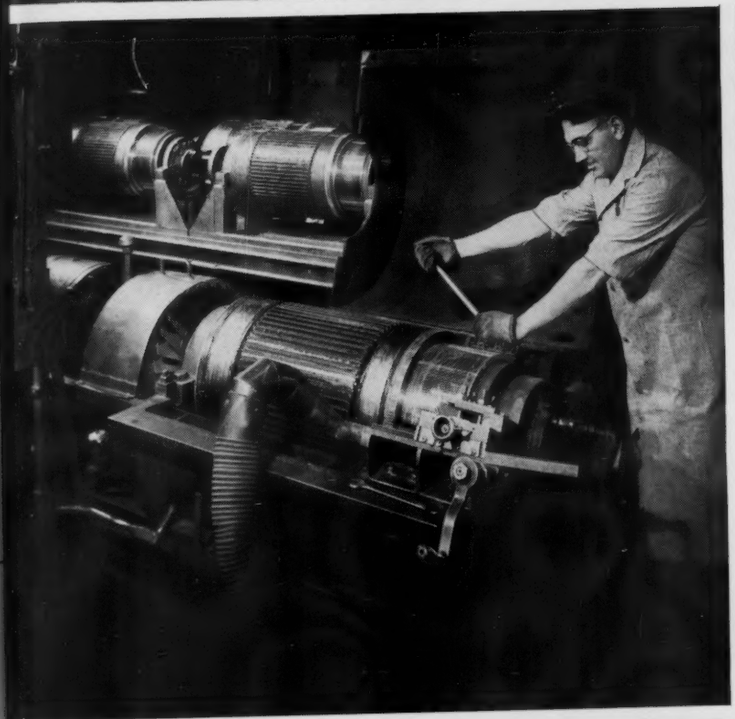
GENERAL MOTORS • LA GRANGE, ILL.

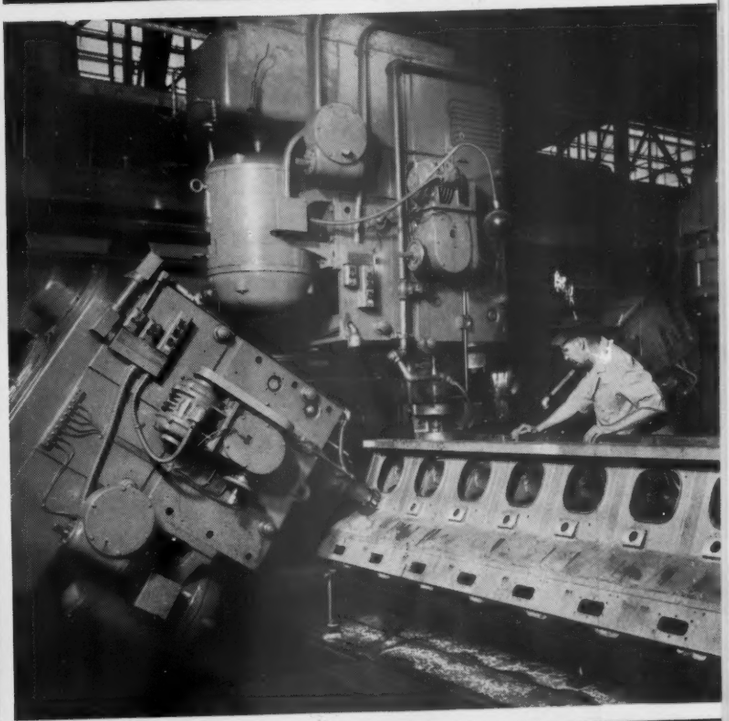
*Home of the Diesel Locomotive*

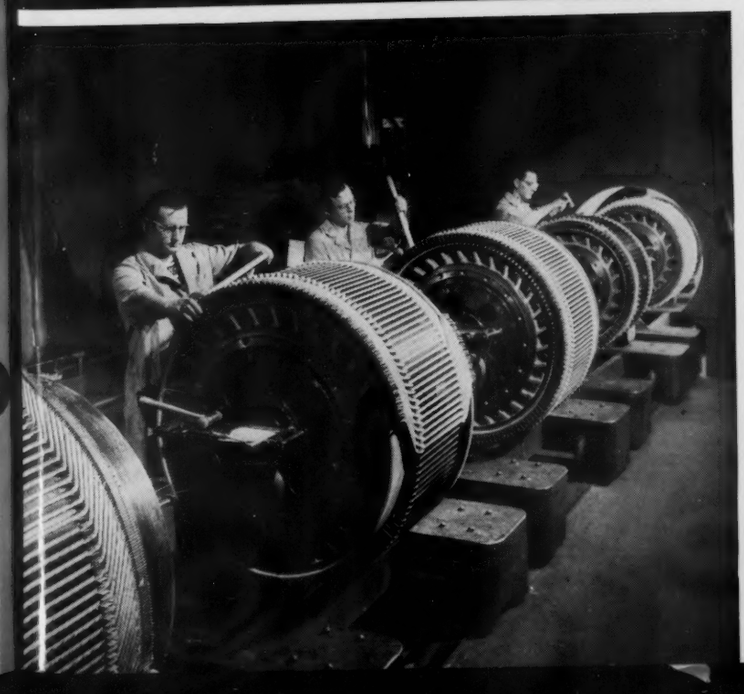
GENERAL MOTORS LOCOMOTIVES

*In Canada:* GENERAL MOTORS DIESEL, LTD.
London, Ontario









# Pressure-treated lumber gets *THE HIGHBALL*

## from more and more railroads

ALL OVER THE COUNTRY, large and small railroads are turning to pressure treatment of lumber for freight cars. They have found they could not afford to waste high-cost labor in replacing wood that could serve much longer.

Look at *any* untreated wood you are using as a possible location of savings. We will be glad to work with you in determining the comparative economy of pressure-treated vs. untreated wood.

**R. H. Bescher, Technical Dept.**
**KOPPERS COMPANY, INC.**
**Orrville, Ohio**

**KOPPERS PRESSURE-TREATED WOOD**

# THE EMPLOYEE—the Railroads' Most Costly, Most Intricate and Least Understood Asset

For the long pull, is there anything around the railroads that holds out the promise of richer rewards to intelligent and persistent effort than the kind of "personnel program" elucidated by President Fred Whitman of the Western Pacific in his October 18 address to the New York Railroad Club, and reported in the November 5 issue of this paper? (Through the inadvertent omission of a footnote, proper credit was unhappily not given to the New York Railroad Club in our report.)

Mr. Whitman's observations cannot be discounted as the self-serving zeal of a personnel specialist, because he isn't one. Many staff specialists—whatever their field of concentration—reveal at times an understandable if somewhat one-sided enthusiasm for the rewards likely to result from deeper recognition by management of the merits of their segment of knowledge. But Mr. Whitman does not fall into this category. Instead, he came up the "hard way" through a score of different jobs in the operating department, and had twenty years' experience as a division officer before he had a title with "general" in it. It is true that his formal education was more extensive than the average, but the thirty years of practical experience which has intervened since his academic exposure should have built up a reasonable immunity on his part to easy theoretical panaceas. There is nothing, then, in the Whitman background to justify suspicion of prejudice in favor of the "gold in them thar hills" of personnel work, rather than the nuggets to be discovered in improved motive power, maintenance-of-way practices, or methods of handling freight.

There are, moreover, other railroad leaders of extensive experience who share his enthusiasm for the possibilities lying in greater systematic effort in the field of employee relations—but who are more reticent than Mr. Whitman in making their opinions known. Be that as it may, the cultivation of virgin fields usually brings big crops; and systematic work in employee relations in the railroad industry—compared to that of many other large industries (e.g., telephones)—is, relatively speaking, a prairie with little knowledge of the plow. This is not to say that the railroads' relations with their employees are, by and large, unhealthy; quite the contrary. But there is a difference between a rich "natural" growth, which invariably includes a lot of weeds, and the productivity of a carefully husbanded plantation.

### *The Human Factor*

Technically trained people, especially, are becoming uneasily conscious that there is a lot more to dependably efficient production than scientific ordering of materials and forces—a very little friction arising from neglect of the human factor only too often throws the most skillful marshaling of the material factors of production for a disastrous knock-out.

A wind-sock which shows whither the breeze is blowing in the upper strata of applied science is in evidence at the Massachusetts Institute of Technology, where a series of annual lectures has been in progress to "stimulate discussion of the social implications inherent in the development of science." This year's lecture in the series* was given by Dr. William C. Menninger, the renowned psychiatrist of Topeka, Kansas. He warned that top management too often considers that it is providing,

* Social Change and Scientific Progress. Fifth Annual Arthur Dehon Little Memorial Lecture at the Massachusetts Institute of Technology, Cambridge, Mass. (pamphlet).

only, a means of livelihood for employees; while actually it is providing much more—*a way of life*. And, the way of life that industry provides, not always necessarily but through inadvertence, is sometimes so unacceptable that no amount of higher wages or "fringe benefits" will ever make the recipient satisfied. In meeting incessant union demands for more and more money, directly or indirectly, isn't it likely that the railroads and other industry are paying for something that money will never buy—but which a little more study of and attention to the employee's non-economic needs might more nearly satisfy?

### *The Fear of Being Fired*

What about Mr. Whitman's observation of the persistence among railroad employees of fear that they will be fired—despite the fact that practically none of them ever does get fired, even when he ought to be? And what of the disparaging attitude of employees toward "the management" in the abstract, whereas, in the concrete, they respect the ability of most of the representatives of management they actually know? And what about his warning that economic education of employees should come *after* other training programs which deal with questions which are more tangible and closer to the comprehension of the average employee?

Couldn't all these questions stand some examination, with likelihood of profit on almost any railroad? And isn't it significant that, in striving for more productive employee relations, the Western Pacific and other employers have usually found that it pays to start, first, with the supervisory forces?

The intricacies of modern motive power and other high-priced machinery repay constant expert study—with treatment modified to accord best with observed behavior. Yet no inanimate machine is as intricate as man—but, as an employee, too frequently, he has attributed to him only the two over-simplified objectives, viz., five o'clock and pay-day. No wonder the result is often disappointing—like that suffered by the lady who expected her obesity to disappear when dabbed lightly with vanishing cream.

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"I believe you will agree that a $30 billion transportation industry that handles over 60 per cent of the country's intercity inland traffic and provides employment for one and a quarter million people, is so completely indispensable in our national welfare and progress that it will not be supplanted or be permitted to deteriorate."—*John E. Tilford, president of the Louisville & Nashville, before the annual convention of the United Association of Railroad Veterans.*

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## A NEW FIELD FOR JOINT OPERATIONS?

The success in several fields of joint operations by two or more railroads raises the question of the possibility of extending this principle to other endeavors. One that immediately comes to mind is a joint diesel repair shop. Would it be a practical venture for several small roads that somewhere along their lines have a common point, or even for larger roads with outlying points near each other where switching power only is stationed?

Comparable arrangements exist successfully for servicing diesel power, and have existed for many years for steam power. They could offer advantages for heavy repairs equivalent to those they are yielding in service operations. Among the more important are a reduction in the cost of fixed structure and shop equipment per locomotive, and the chance for each workman to become somewhat more specialized in his job. Alternatively, for the same fixed property charge per locomotive, better facilities and more extensive tooling and equipment could be provided.

One town that may be taken as an example of what might be attained is served by three small and four large roads. The switching locomotives at this point of at least two of the large roads are a hundred or more miles from the nearest facility equipped to make heavy repairs. Each of the three small roads has its own shop, but none is at all well equipped—for the simple reason that no one of the roads has enough diesels to justify an investment in any but the most essential light equipment for repairs. Together the three small roads own a diesel fleet large enough to warrant one well equipped shop, the cost of which, divided equitably among the three, probably would be less for each than the cost of their present shops. The efficiency of such a shop might make it advantageous for the larger roads to use such facilities for annual or other major overhauls, rather than to move switchers to distant shops, particularly if the nature of the power and the operating conditions do not permit the locomotives to be cycled over a series of successive runs with layovers to handle local switching.

This subject is worthy of far deeper exploration than can be given here. That the exploration would justify some time and trouble is evidenced by the success of joint ventures in other phases of railroad operations, ranging from through train service and sleeping car pools to joint enginehouses and the vast system of freight car interchange and repair work on foreign cars. The railroads are far ahead of other industries in working with each other to give better service and to attain higher efficiencies. Might not the cooperative shop be the next logical step toward greater efficiency?

**The combination enginehouse has concrete footings, foundation and floors, brick walls, and steel trusses and purlins for supporting a roof deck, which consists of untreated sheathing covered by a tar-and-gravel surface. The structure is divided into two sections—a six-stall steam-locomotive section, and a two-track diesel-locomotive section, the latter having a contiguous diesel-service building (left foreground). Passenger-car shop is under construction**

# Moving Day on the Nickel Plate— Shifts to New Engine Terminal at Chicago

***More efficient layout and modern facilities at Calumet yard speed engine servicing time an average of 40 minutes***

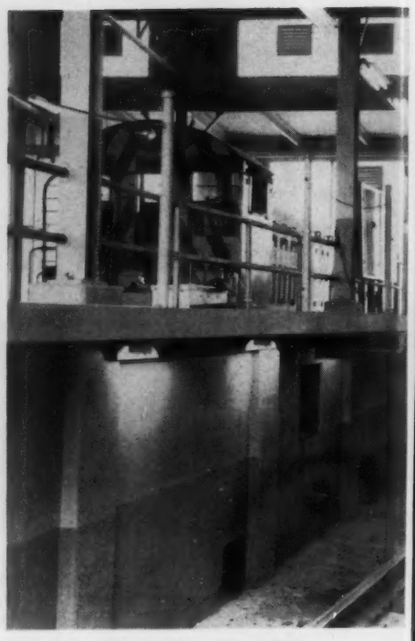
Moving into a new home, completely furnished from the front to the back door with modern equipment, is a dream infrequently realized by persons or industries. Yet, that is just what happened to the New York, Chicago & St. Louis when that road literally moved overnight on September 30 from its old locomotive terminal at Stony Island avenue and 93rd street, Chicago, to a brand new terminal constructed two miles to the south on a 400-acre site between 103rd and 110th streets and designated by the railroad as the Calumet yard. Leaving the old furnishings behind for later disposal, and using automobiles, buses and cabooses, the yard personnel was transferred with files to the new quarters, which were completely equipped with new metal furniture. This was done without appreciable interference with operations.

As expressed by C. B. Bennett, assistant to the president of the Nickel Plate, at an informal "housewarming" ceremony held at the new yard on October 1, "this move from Stony Island to Calumet has been in the works for approximately 20 years. You may recall that long ago the city of Chicago passed an ordinance for the opening of East 93rd street through our Stony Island terminal. It soon became apparent that the opening of this street through our property would necessitate a move to another area." The depression of the early thirties, and next the war, with the resulting shortage of materials, delayed construction work until 1949.

In that year many cubic yards of slag material were used to fill a marshy tract at the selected site. This was followed first by the construction of a power plant and then by the erection of the many buildings and structures needed at the new terminal. The freight yard at the new location is not new, having been extended south from 103rd street to 110th street in 1931. It was operated from an old yard office a short distance north of 103rd street.

The old engine terminal at 93rd street was inadequate in size and arrangement. Because of its proximity to tracks of other railroads, its modernization was not practicable. On an average, it took 40 min. longer to service road steam locomotives there than is required at the new terminal. The locomotives were delayed in getting into the roundhouse (built in 1882) by having to pass over crossings with other railroads and by having to travel a longer distance. Coal was loaded on engine tenders by a clamshell. Fires were cleaned over a wet pit and resultant cinders were loaded into cinder cars by a locomotive crane. The diesel locomotives could not conveniently be serviced in the old engine terminal, and consequently all service operations had to be performed

**Large unit heaters are used to heat the diesel-shop section. One of the heaters directs its heated air downward through an underfloor concrete duct for supplying warm air to the depressed floor level and inspection pits. Since no testing of the diesel engines is carried out within the shop, gravity-type roof ventilators were installed. Mechanical servicing of the Nickel Plate's steam 2-8-4's requires 45 to 50 minutes, on the average**

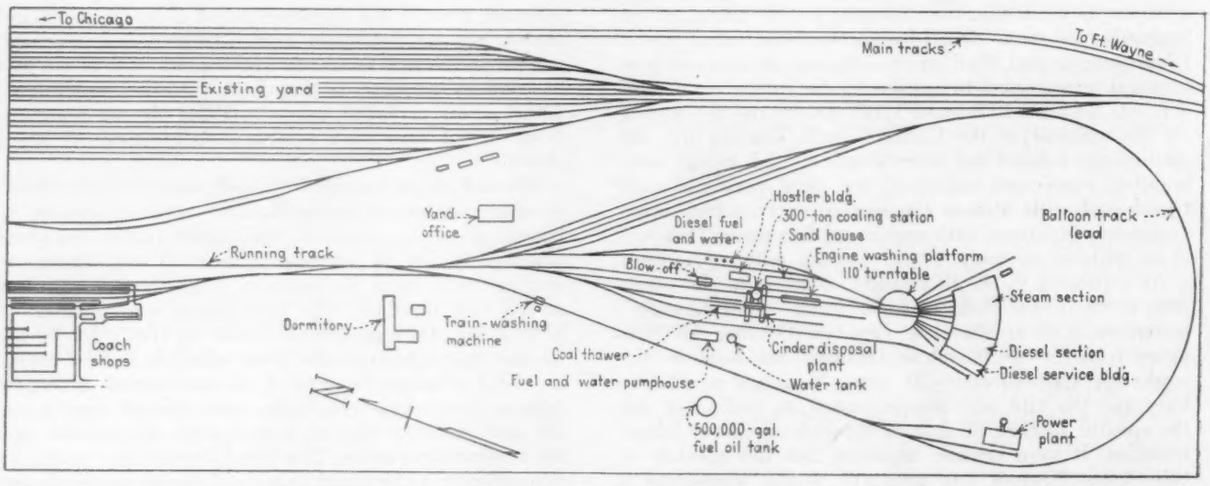


**The rails of track No. 1 in the diesel section are supported 4 ft. above the pit and depressed-floor level on concrete walls, which have openings through them at**

in the open on a spur in the vicinity of 100th street, so that forces were required at widely separated locations.

Built at a cost of approximately $2.8 million, the new terminal is designed for servicing freight and passenger steam locomotives and passenger and switcher diesel locomotives of both the Nickel Plate and the Chesapeake & Ohio. Since the Nickel Plate's main locomotive shop at Conneaut, Ohio, is thoroughly equipped to handle heavy repairs to both diesel and steam locomotives, it was not necessary to design the new Calumet terminal for making such repairs. Any extensive repair parts are supplied for the diesel switchers by the Electro-Motive Division of General Motors at nearby La Grange, Ill.

The new terminal is dominated by the power plant with its 175-ft. stack. Other outstanding structures are a dormitory building for train and yard personnel and an eight-stall combination diesel and steam enginehouse, both of brick and glass block construction. Other terminal structures include a 110-ft. turntable, a 300-ton coaling station, a coal-car thawing facility, a mechanical cinder-handling hoist, a water-treating plant, a novel automatic sanding station, a hostler's and engine service building, an engine-washing platform, a blow-off platform, a diesel inspection pit, a fuel-oil station complete with a 500,000-gal. storage tank, a yard office and locker building, and a transformer building. Presently under construction are a shop for the repair of passenger cars, a train and diesel locomotive washing facility, and




**Layout of tracks and buildings of the Nickel Plate's new Calumet locomotive terminal near Chicago**

intervals to promote uniform heating. Ramps in the background connect all floor levels to permit the use of mechanical handling equipment with ease

All structural steel members have a minimum thickness of ⅜ in. and those in the steam-locomotive section, shown here, have a bitumastic coating to resist corrosion. The glass block areas at the end of each stall have break-through panels. This section is heated through the inspection pits by warm air generated in outside unit heaters and conducted through concrete ducts to registers in the sides of the pits

a coach yard with related servicing facilities, which will add another $1 million to the cost of this project. All of these structures, with the exception of the transformer house, dormitory building, yard office and the coach shops, are founded on rock which lies from five to six feet below natural ground.

The new engine terminal is at the south end of the yard and is entered by locomotives from the north. After steam locomotives bring westbound trains into the yard, they are detached and move north to a running track, and then are run south on this track to enter the engine terminal. In the event that this running track should become blocked, the locomotives can be run south either over any one of 21 yard tracks or over the eastbound main track and then enter the terminal over a "balloon track" lead. The latter track loops around the engine terminal and will be used generally for turning passenger trains.

### *Dual-Purpose Enginehouse*

The enginehouse is divided by a brick fire wall into two sections—a steam section having six stalls, with tracks radiating from the turntable; and a diesel section with two radial tracks entering the building. Four other radial tracks were constructed outside of the building—a short wheel track and a longer material track serving the steam section, and two short tracks, for wheels and trucks, serving the diesel section.

The two-track diesel section is designed to care for the fourteen 1,000-hp. E.M.D. switching locomotives stationed at Calumet yard, of which not more than one is permitted to be out of service at any one time. Each month, 13 monthly inspections and a little more than one annual inspection of these locomotives are made at the shop. Since it requires seven days to complete an annual inspection and one to complete a monthly inspection, the shop is fully occupied for 20 working days. The other one or two working days in most months serve as a cushion for handling unexpected repair work.

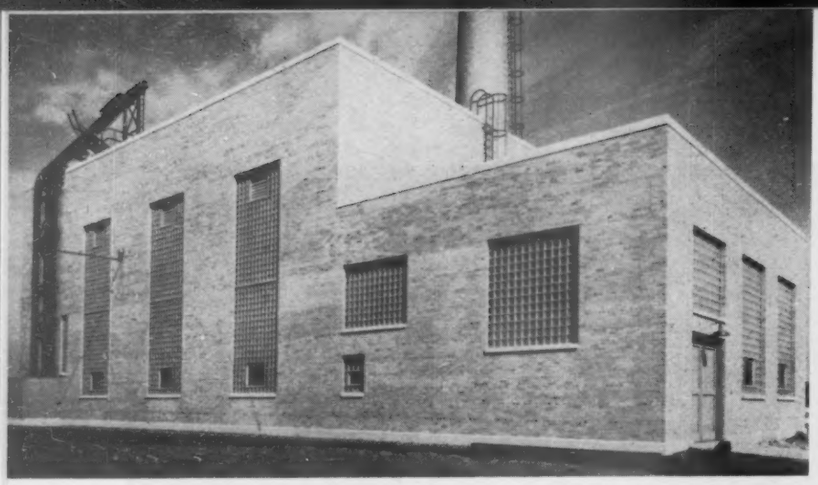
Generally, all diesel locomotives that enter the diesel section are worked on track No. 1, the most westerly of the two tracks. The rails of this track are carried on concrete walls, with the tops of rails 4 ft. above a depressed floor level and pit. This track has an elevated service platform on each side. Parallel with, and adjacent to, the westerly platform is a two-level service building. The second track, which is assigned for truck work, is flush with the floor and has a 94-ft. inspection pit. It is flanked on its east side by a machine shop area served by 5-ton and 2-ton jib cranes.

The diesel service building is 27 ft. wide by 128 ft. long and on its main level, which is at the same elevation as the elevated platforms, there are a first-aid room, separate offices for the shop foreman and his clerical staff, a parts-cleaning room, an oil room, and a parts store room. On the lower level are an electric shop and battery room, another spare parts store room, an oil-storage room, and two locker and wash rooms. Ramps connect the two levels with the shop floor level so that mechanized material-handling equipment can be used.

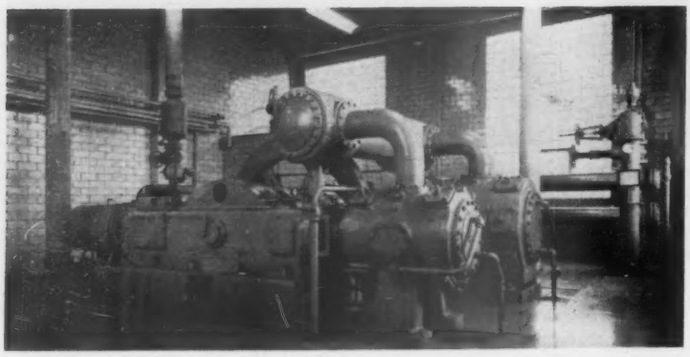
Steam radiation heat is used in the rooms of the service building, while large steam unit heaters heat the diesel shop section. One large unit heater directs heated air downward through an underfloor concrete duct supplying warm air to the depressed floor level and the inspection pits.

The heaviest work done on the diesel engines consists of the removal and honing of the liners and the working of the cylinder assemblies. The shop is not equipped to remove crankshafts nor to replace engines and main generators, this work being performed at major repair points. Body work consists of minor straightening only.

Truck work consists of a wheel changeout every two



This is the new power plant, the high bay of which houses the boiler room and the low bay the air compressor. At the left can be seen the skip hoist which carries coal from a track hopper to a 100-ton capacity steel bunker on the roof. In the background is the radial brick chimney which rises 175 ft. above the ground



The air compressor is steam driven and has a piston displacement of 2,200 cu. ft. per min. The compressed air is cooled by passing it through an inner-cooler and an after-cooler, using city water as a coolant, before it goes to an outside air-receiving tank

The boiler room contains three 350-hp. water-tube boilers which are designed for a pressure of 200 p.s.i. and a working pressure of 150 p.s.i. Coal is conveyed from the overhead bunker to the stokers by a weigh-lorry, which is electrically operated, on the overhead runway in front of the boilers. The firing and combustion of the boilers, which have an average efficiency of 92 per cent, are automatically controlled

years, and a wheel and traction motor changeout every four years. When this is done the motors are replaced by rebuilt units. Flat spots on wheels and other minor tread defects are removed by emery shoes and high flanges are reduced by use of brake-shoe cutting heads. Truck changeouts are handled by lifting the entire locomotive with four 50-ton high-lift electric jacks.

Electrical work done in this shop includes renewing defective parts in the control cabinets, overhauling small motors up to rewind work, and annual high-potential testing of all electrical equipment.

Air and oil filters, cylinder heads and liners, and oil coolers are cleaned in the parts-cleaning room, which contains four cleaning tanks, one rinsing tank and a table to dry and oil the filters. Lubricating oil changes are made in accordance with chemical tests only, and not on the basis of time or mileage. When the oil is found by test to be no longer suitable for service, it is drained and sent away for reclamation.

Parts removed for reconditioning, with the exception of traction motors, are reapplied to the same unit from which they were removed. One completely equipped spare truck, including the two traction motors, is kept on hand. Oversize parts are never used. For example, a liner scored to a depth which will not hone out is scrapped.

The principal equipment in the shop is listed in the accompanying table. The 5-ton jib crane, which has a 12-ft. radius, is situated at the turntable end of the truck track for handling traction motor replacement. This crane lifts the traction motor from the locomotive truck and transfers it to a highway truck used for hauling it to the rebuilding concern. The 2-ton jib crane is mounted on the wall at the other end of the truck track and has a 15-ft. radius with an air hoist. It covers the lathe area but eventually will also serve a shaper and a planer planned for installation for handling locomotive and car department work. An I beam also spans the track for a traveling crane with a 2-ton air hoist for removing radiators, auxiliary generators and batteries.

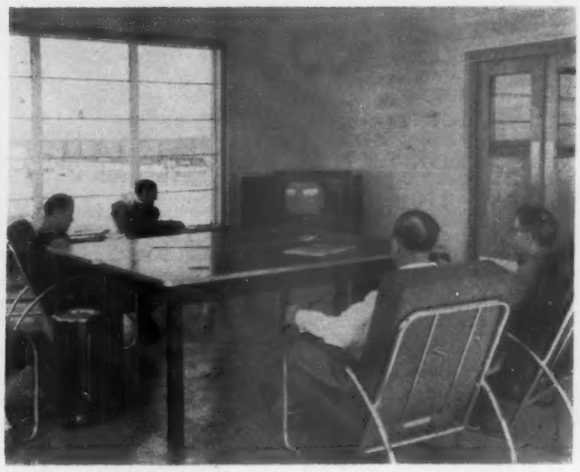
In this era of intensive dieselization, the Nickel Plate continues to maintain steam power properly and efficiently. Mechanical servicing of the modern 2-8-4's, which haul all the road's high-speed freight, requires only 45 to 50 minutes on the average, and this is for a thorough servicing job. This, coupled with a first-class

**CALUMET TERMINAL—DIESEL SHOP EQUIPMENT**

21-in. by 84-in. engine lathe
21-in. drill press
10-in. dry grinder
18-in. grinder—to come
1½-in. pipe threader
D.C. electric welder
4 40-ton electric jacks
1 5-ton jib crane
1 2-ton jib crane
1 traveling crane
Complete socket wrench set and cabinet
Electric drills with ¼-in. and ½-in. chucks and with ¾-in. converter
Electric power wrench for crab nuts
Main bearing wrench set complete
Valve grinder—to come
Honing tool
Shop truck and six trailers

**The dormitory building is of brick, concrete-block and reinforced-concrete construction, and has a full basement. It has an insulated roof, acoustical ceilings and terrazzo flooring to resist the transmission of both sound and heat. It is entirely air-conditioned for both summer and winter with a system said to remove 90 per cent of all dust, smoke, and odors from the air**

**On the first floor of the dormitory building is a large restaurant for the use of train crews and yard personnel**



**A television-equipped solarium-type lounge is provided in the dormitory building where train and yard crews can relax**

monthly inspection and boiler wash performed at Bellevue, Ohio, permits these locomotives to operate continuously at virtually 100 per cent availability throughout the remainder of the month, and with road failures practically unknown. Except during cold weather, each of the Nickel Plate's modern steam locomotives enters the enginehouse less than one trip in ten.

The steam section of the new Calumet enginehouse includes six stalls 128 ft. long radially. The roof has a high bay, 56 ft. long, which is equipped with Transite smoke jacks and stacks. Each stall has an inspection pit 4 ft. deep and 105 ft. long, and two of the pits are served by a 40-ton Whiting electric drop table for handling tender wheels. The pit rails are supported on short creosoted wood ties embedded in the reinforced concrete pit walls. A line of creosoted wood planks placed between each rail and the concrete floor serves as a jacking pad.

This section is heated through the inspection pits by three unit heaters, which are placed below ground outside the rear wall of the building and are so spaced as to have one heater serve two adjacent pits. The heated air is conducted to air registers in the walls of the pits through large concrete ducts. Boiler washout facilities, together with steam, hot-water and compressed air connections, are provided along all tracks.

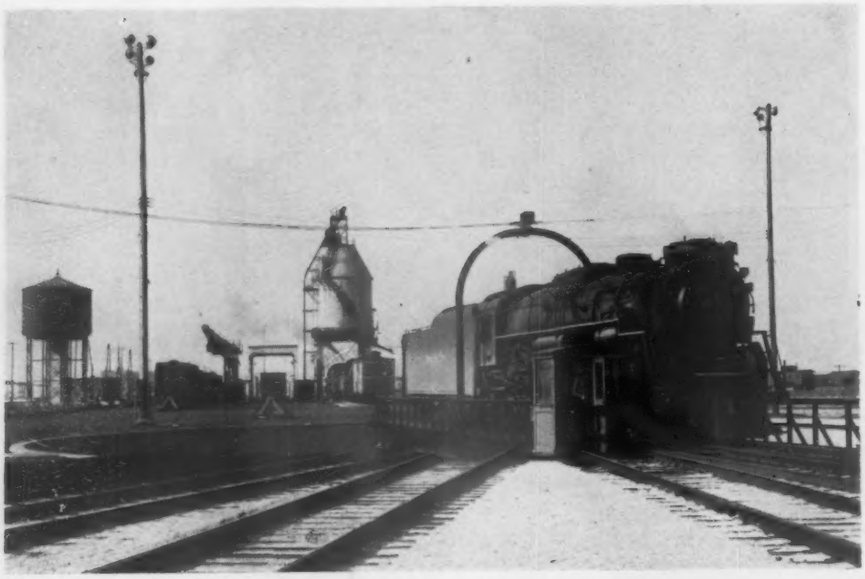
An average of 24 steam locomotives are serviced each day at Calumet. The servicing facilities are designed to expedite the work on locomotives backed into the inbound track, which is the normal position of the locomotives after bringing a westbound train into the yard. In the backed-up position the locomotives can take on sand and coal and have their ashpans cleaned in one stop. Moving forward to the washing platform, the engines take on water, are lubricated and boilers are blown.

On the outbound track, facilities are provided to enable steam locomotives to take on coal, sand and water, to have their ashpans cleaned and boilers blown, and to have train-control equipment tested.

The coaling station is of the cylindrical-bin type, built of reinforced concrete, and has an overhead storage capacity of 300 tons. Cars of coal are spotted by a Link-Belt electric car puller under a canopy over an unloading hopper. Coal is dropped from the car into the hopper and received by a skip, which is hoisted up a runway to the top of the bin where it is tripped. After a time interval to permit it to be completely emptied, the skip returns automatically to its position beneath the hopper for another load. The bin is loaded at the rate of 40 tons an hour. The coaling station serves both the inbound and outbound tracks, discharging at the rate of 22 tons in 10 minutes.

### *Thawer for Coal Cars*

An interesting adjunct to the coaling station is a facility for thawing frozen coal in cars. It embodies two masonry walls, about 11 ft. high, 84 ft. long, and 16 ft. apart, which serve as wind shields. The walls are



**The turntable is of the three-point-support continuous type and is 110 ft. long. Behind the locomotive can be seen the reinforced concrete coaling station and coal-car unloading canopy. Immediately to the left of these is the skip hoist of the cinder-handling plant, while at the extreme left is the 100,000-gal. water tank**

constructed of concrete building blocks. Six oil-fired thawing pots, lined with firebrick, are installed between the walls in the center of the track, and the heat from these burners is directed upward by compressed air.

The cinder-handling plant is also mechanical in operation and has two loading skip buckets. There are three ash hoppers at this point, two on the inbound track and one on the outbound, so that one of the skip buckets serves two tracks. As locomotive ashpans are cleaned the ashes are dropped into one of the hoppers and into a skip bucket. The skip is actuated by a push-button control. As the skip moves away in a tunnel beneath the tracks, it automatically closes a gate at the bottom of the hopper and then travels in a runway to be tripped in an elevated position for unloading into a car. It then returns to its position under the hopper, opening the gate as it arrives, and takes on another load.

The water-treating plant is a one-story brick and Haydite block building which houses, in addition to a soda-ash treating system, a chemical storage room, a room for diesel-fuel oil pumps, a bridge and building shop, an office, and a motor-car room. Water is taken from the city main, treated, and pumped to a 100,000-gal. wood storage tank erected outside of the building on steel supports. Treated water from the tank is piped only to the steam locomotive water columns; untreated water is used at all other points in the terminal.

Diesel fuel oil is unloaded from cars spotted on the oil track, where four unloading apparatuses have been installed, and pumped either to the 500,000-gal. steel storage tank about 200 ft. west of the building, or directly into the service lines leading to the fueling station placed between the two diesel servicing tracks, to the coal-car thawing pots, and to the sand-dryer house.

The sanding station consists of a sand dryer and storage house and two sand towers, one for servicing both the inbound and outbound steam locomotive service tracks and the other for serving both the diesel road engine track and the diesel switcher track. An unusual feature of this sanding station is its storage capacity—1,000 tons—which is more than a six months' supply.

The sanding station is on a reinforced concrete foundation which is carried up about 4 ft. above the floor line of the storage house to give adequate strength to the sidewalls. Above this point the walls are constructed of concrete building blocks which are reinforced vertically and solidified with concrete rammed in the cores of the corner blocks and every fifth block to give columnar strength for supporting a 4-in. concrete roof slab. The walls are faced with brick on the exterior and have small tilting-type windows near the roof line in the storage house and large glass-block panels in the dryer room.

A small dolly on a narrow-gage track laid in the floor hauls the sand from the storage to the dryer room. The sand dryer is an oil-fired unit of the rotary type, and has a capacity for drying 3 tons an hour. It is set below the floor level of the storage house to facilitate dumping the sand from the dolly. The sand-elevating drum is set lower than the dryer so that at no time is it necessary for the sand to be handled manually except in loading the dolly.

### *A Modern Power Plant*

The power plant includes a boiler house, approximately 47 ft. by 111 ft.; a coal hopper and skip hoist; a fly-ash collector; a radial brick chimney 175 ft. high and 7 ft. inside diameter at the top; and an ash-handling system. The boiler house has a high and a low bay, and is constructed of brick with large panels of glass blocks in the side walls.

Coal for the power plant is taken from a pit under the coal-car track adjacent to the boiler house and conveyed by a skip hoist, having a capacity of 25 to 30 tons of coal an hour, to a 100-ton capacity overhead steel bunker inside of the boiler house. From the bunker the coal is conveyed to the stoker by a weigh-lorry, which is electrically operated, on a overhead runway in front of the boilers.

Contributing to the efficiency of the power plant is the fact that all steam condensate, except what is lost in locomotive blower lines in the enginehouse, is returned to the feed-water heater. Any additional make-up water that is required is taken from a sump in the boiler house which collects the discharge from the compressed-air cooling units. Water from the latter source is ample to take care of the normal requirements for make-up purposes. The water from the sump is pumped through

**Communications to all parts of the new Calumet terminal are handled from this yard office. Yard personnel stationed in the glass-enclosed lookout on the second floor can talk to employees at other points in the yard over an intercommunication system, and by radio to crews of switching locomotives. Wing in foreground houses a locker room and showers**

the feed-water heater line only when an upper float-controlled valve on the feed-water heater is open, and a supply of water is in the sump. This is done by electrical switches run in a series to control the sump-pump motor. Should there be a lack of supply or a failure of the pump, a second feed-water float-control valve, set slightly lower than the first, will take water from the general water supply line. The boiler make-up water is treated by an injection system after it leaves the feed-water heater. The feed-water pumping and piping are arranged in duplex.

The ash-handling system, having a capacity of eight tons an hour, is of the steam-jet type, with an exhaust air washer, or dust eliminator, and an automatic timing control. The ashes are conveyed from the boilers through a hopper and underground piping to an elevated 25-ton capacity vitrified glazed-tile ash-storage tank on steel supports adjacent to the cinder-car track. This system also removes the accumulation from the fly-ash collector.

High-pressure steam is carried more than 3,100 ft. from the boiler house in an overhead insulated conduit to a point near the coach repair shops, and in another overhead line to the enginehouse. A similarly insulated condensate return line and an uninsulated air supply line are also carried overhead on the same supports. Connections to these lines at various points run underground for serving the several terminal facilities.

The hostler's building is in a space between the steam and diesel servicing tracks. It is a one-story building, 20 ft. by 61 ft., constructed of brick with back-up walls of Haydite blocks and a roof of precast Flexicore slabs. This building contains rooms for engine supplies and ice storage, and has locker and wash facilities. The ice-room walls, ceiling and floor are lined with layers of cork, brick and concrete for insulating purposes.

### *Yard Office and Dormitory Buildings*

The new brick yard office, between the entrance to the engine terminal and the train yard, is 46 ft. by 97 ft. in size, with a partial second story. The lower level contains a lobby, offices for the yardmaster's clerks and the assistant road foreman of engines; a telegraph and Teletype room with a small parts-cleaning room, a utility room, a toilet and washroom, and a large locker room for accommodating 175 men. The second story has offices for the terminal superintendent, the general yardmaster, the claim agent, and clerical staff, and rooms for stationery and file storage and toilets. The offices of the terminal superintendent and the general yardmaster are separated by a sliding curtain partition which is left open unless privacy is desired. These offices also have air-conditioning units and inclined windows on three sides, overlooking the yard and engine terminal.

The dormitory building, a two-story structure, is probably the most popular place in the new terminal for there the trainmen and enginemen, residing for the most part in Fort Wayne, Ind., at the east end of the division, find comfortable living quarters while laying over between runs.

On the first floor of the dormitory building is a large kitchen and restaurant operated by the B. F. Brown Company, commissary contractors. The commissary company also handles the registration and assignment of rooms to all guests at a counter in one corner of a large lobby. Space is also provided on the first floor for a manager's office and living quarters, for sleeping rooms for the commissary employees, and for a television-equipped solarium-type lounge and reading room where train and yard crews can relax. The basement contains a laundry, two rest rooms for use of train crews, a utility room, a conference room, and a food storeroom. All floors have modern toilet and shower facilities.

A pneumatic-tube system was installed between the new and old yard offices and between the new yard office and the enginehouse foreman's office. A two-way radio set, formerly installed in the old yard office to enable the yardmaster to communicate with all switching crews, was moved into his new office.

Plans for this project were originally begun under the general direction of J. C. Wallace, former chief engineer and now general manager of the Nickel Plate, in collaboration with the late T. C. Shortt, former chief mechanical officer. The plans and the work were completed under the general direction of H. F. Whitmore, present chief engineer, in collaboration with O. R. Pendy, chief mechanical officer. The general design work was supervised by G. F. Metzdorf, chief designing engineer.

# ORGANIZATION PLANNING— Its Challenges and Limitations

By CHARLES R. HOOK, JR.
Vice-President—Personnel
Chesapeake & Ohio

Staggering amounts of material have been produced in recent years on the subject of organization planning. Unfortunately, however, despite the plethora of material which has been produced, the evidence to date indicates that there is still much to be desired in the way of accomplishment.

You may remember the old saying: "He jests at scars who never felt a wound." The theorists can afford to make light of our scars because most of them haven't had to live on a day-to-day basis with the results of their planning. But I am sure that to those who, like myself, have wounds from organization planning efforts, it is no jesting matter. Particularly when the job is so desperately important.

I have come to realize that most of my own wounds are self-inflicted—self-inflicted because I made the mistake of allowing glittering mechanistic principles to outweigh realities.

### *Things Not to Do*

Out of our experience on the Chesapeake & Ohio, we have definitely found some of the things *not* to do, and I propose to discuss them. I would also like to outline some conclusions we have reached which I hope may be helpful, with respect to an approach to organization planning. We recognize, of course, that organization planning must grow out of the needs of each company according to its particular problems and people, and that there is no one plan or one approach. However, there are some basic principles that we believe do apply in a general way to most organization planning situations.

To make our conclusions as concrete as possible, we thought it would be helpful to describe first how our personnel department is now organized to tackle this problem as well as other problems in the personnel area —the end result of our efforts over the last five years.

Originally our personnel department was built on a company-wide program approach. We developed the usual sections such as training, wage and salary administration, employment, labor relations, research, executive development and so forth. Each section was headed by a chief who reported to one of two assistants who in turn reported to me. You will find its counterpart in any good text on personnel administration. It had only one fault—in our particular situation it wouldn't work.

We found the problems of the major department heads so different from each other that the company-wide program approach was—at least at that time—found unsatisfactory and was scrapped. In its place, we developed what we now call the "department representative approach."

This article is abstracted from an address delivered at the American Management Association Conference, held in New York, September, 1951.

While there are several major functions that were left intact, such as labor relations, employee activities, our supplementary pension plan and personnel research, all the other sections were disbanded and a key member was assigned to work with each major department head on the department's personnel problems *as the department heads saw them*—whether they were training, wage determination, labor relations, organization planning, or what not. These men are the "personnel department representatives."

Organization planning is assigned to each department representative as a major responsibility. This does not, however, mean that these men are expected to be experts in organization or that their major concern is with study and application of "principles of organization" as laid down by the theorists. Naturally, they are expected to be generally familiar with them.

Obviously, the department representatives are not expected to be able to walk into a department and immediately begin discussing organization problems with the department head. Sometimes it takes months for them to gain acceptance and to develop a proper understanding of the department's problems—a necessary basis for constructive work. And many other problems may properly have higher immediate priority than organization planning in the judgment of the department head.

These men must first and foremost be able to work with and understand the people in the department to which they are assigned. They must be sensitive to—and have full appreciation for—complex situations and relationships which inevitably exist in any large, long established group of people.

When we do reach the point of discussing organization problems, we have found that the executive doesn't think of them in terms of structure. He sees them in terms of people. And we think he is right, by and large.

Therefore, while it is admittedly sounder in principle to discuss the problems of structure first, it makes more sense to tackle a tangible problem—one that is easily visualized—such as the pending retirement of key people, or a major promotion. This leads quite naturally, and almost inevitably, into the need for developing manpower inventories, job descriptions and then finally, into a realistic discussion of present and future organization structure.

Furthermore, our experience thus far shows that most

major problems are of an organizational nature if you look deep enough. For example, a problem of employment can lead to an executive development program; a grievance over wages can lead to job evaluation—to performance and qualification standards—and thence to building of executive inventories; the application of a new method, resulting from a technological change, can lead to a complete organization study of a major department.

But doesn't this approach produce inconsistency? And isn't one of the major aims of organization planning to produce consistency, if not uniformity?

Certainly, such an approach does not make for consistency. In some departments we have tackled a problem one way, in others quite differently. We work at the same time on different problems in different departments. But frankly, we do not consider that a drawback. Not only is there such a great difference in people, their capacities, their courage, and their willingness to act, but there is also such a wide variety in the problems of different departments that an easy conformity is impossible.

What we are seeking in our work is not uniformity of formal organization and consistency of approach, but the *harmonious cooperation of people and the release of initiative and ideas.*

Our present policy and methods came about through trial and error. Yet, what we are doing is by no means "just the best thing we can do under the circumstances." On the contrary, we have come to believe that our approach is more nearly in line with realistic principles of organization planning than the mechanistic approach with the overemphasis on structure and the underemphasis on the human problems inherent in an organization of people.

**This picture of a Chesapeake & Ohio train at White Sulphur Springs, W. Va., taken by K. S. Ludden, assistant director of publicity of the Bangor & Aroostook, was the prize winning shot in the railroad section of a photographic contest held in connection with the American Railway Magazine Editors' Association convention there early this month**

### *Five Causes of Failure*

There are definite reasons for failures in organization planning. Out of our work over the past several years, and from many discussions with other people, we believe there are five major reasons for the failure of organization planning programs:

1. The first is that too often the key man, the chief executive, is out of sympathy, or won't give organization planning the time it requires and deserves.

That we have been successful at all we owe first to the support, patience and understanding we have been given by our president.

Today our large companies may not be the "lengthened shadow of one man," but not only is the wisdom and personality of the chief executive the most important individual factor in a company's success, but also too often he underestimates, strangely enough, the extent of his own influence and how his slightest word may have the most profound effects on organization harmony and progress.

Furthermore, the chief executive, if he does want the job done, must be willing to accept something less than perfection and must view organization planning as fundamentally a human and not a technical job. He must be willing to give the time to it that it demands. He must be patient; organization change takes time—time—time!

If he doesn't give the necessary support, stop and find the reasons. There are probably very good ones. If there are not, they are still good ones!

2. The need for support is true to only a slightly lesser degree with respect to the major department heads. While the chief executive is the most important single individual by far, it is the team that in the end makes for success or failure. The team must be made stronger—not disrupted. Organization planning can be done in such a way that it secures the support of department heads, but it can also cause them to become suspicious and resistant. Too often, unfortunately, the latter is true.

3. The third reason for failure is what might be called the "mechanistic fallacy" which has had much to do with the lack of support of many chief executives and department heads.

Out of a conviction of the primary importance of *The Plan*, per se, many people have come to believe that organization improvement is primarily a technical job based on a set of "rigid laws" or "principles" of organization such as the span of control, the scalar process, and the "laws" governing line and staff relationships.

But the principles in themselves are, after all, only compass bearings in a very rough terrain. They provide broad guide lines that enable you both to determine where you want to go and how far you are deviating from a straight line to your goal.

Principles do exist—but we must know what they mean. They can't be slapped on blindly.

Take one example: the principle of the "span of control" according to which a man can supervise only so many people. This is perfectly true—and the principle does apply if you want a particular type of "supervision." It makes no sense if your objective is to develop initiative, to test executive ability, and to give the widest latitude to imagination and self-reliance.

You can think of many other examples of theoretically sound principles that do not apply to a given situation—sometimes line people perform staff functions and

vice versa. Oftentimes decentralization is impossible at a particular moment because of staff resistance or because of the capacity of the people involved. Sometimes more executive centralization is needed to provide coordination. It is not always possible or even wise in a dynamic organization, particularly one going through any major change, to try to put all relationships and responsibilities in writing. Organization manuals in themselves are not always necessary or desirable at a particular time. There are many internal relationships that can never be put on organization charts, but are more real than those that are—and must be understood.

The plan is important, but *only* as a guide, for basic changes always come slowly. The purpose is to bring about results, not to develop idealistic or technical programs, which, while perfectly sound, have no possibility of being adopted. Being a perfectionist may be fatal.

4. There has been too much reliance on the "expert," whereas organization planning must be the concern of the *whole* top management. This again grows out of the belief that organization planning is primarily a technical or theoretical job. Too often, for example, engineers, simply because they are engineers, have been selected for this work, and in my opinion at least, organization planning is no more primarily an engineering function than labor negotiation is primarily a legal function.

The expert may very well have all the necessary qualifications, but on the other hand, in many cases, his impersonal approach results in a structure which, while ideal, is unrealistic, and runs contrary to organization traditions—or personalities.

If we are not careful, the organization planner will acquire the kind of reputation the efficiency experts had among production workers many years ago—a kind of executive "speed-up man" and "hatchet man." He will generate fear and resistance and threaten executive morale and teamwork.

Too often the overemphasis on the importance of the specialist in organization planning has the effect of appearing to belittle the contributions that can be made by the executive. Actually, the problem is more often lack of time than lack of ability. The main fault of many executives is that they will not spend the time that is needed. This means that someone has to be around to constantly urge each top man to give forward planning the attention it deserves and also to look at the problem from a company as well as a departmental point of view.

### *Catalyst and Coordinator*

The specialist in organization planning should, therefore, be a catalyst and coordinator. His objective should be to stimulate thought and bring people together, not to plan their work for them.

5. Also, too often organization planning is viewed as a one-shot proposition. Actually, it is a continuing process. It goes on all the time in every company. It is being done every time a man is promoted, transferred, released or retired, every time a procedure is changed, a new department started, or two old ones merged. As long as the organization is alive, there is organization planning—just as there is breathing as long as the body is alive. *The job is never done.* The only decision is whether it will be done in an orderly way or left to chance. Certainly a one-shot attempt is not the answer.

What conclusions do we draw from all this? How do we convert resistance to support—create an understanding of the work and a determination to do something about it as a team?

First, organization planning must be focused on the concrete economic and human problems of the particular business. It cannot be done in the abstract. It cannot be done for all businesses—not even "in principle." Businesses differ. Moreover, businesses change.

Second, the *process* of organization planning is crucial rather than the formal organization you come out with. In the process, resistance and fear must be converted into support and understanding; human energy and initiative must be released—not controlled; you must get it across that it is the job of every one in management to make the team stronger; you must build morale, not disrupt it; you must simplify and make easier—not manufacture red tape.

Third, above all, an organization is people—not a collection of functions. Too much of the thinking devoted to organization planning has been done as though we were embarking upon the structuring and staffing of a brand new but as yet non-existent organization. If this were the case, our problems would be simple indeed! Under such a situation, it is not only possible but almost imperative that our planning should be carried on without regard to any particular human being. Aren't most of us, however, concerned with the improvement of an already existing organization, a living, breathing organism? Those little squares on the organization chart aren't just theoretical jobs—they represent actual people who make the company succeed or fail.

People are more important than plans. It is the job of organization planning to help find men of unusual capacity within the company, or without if necessary, and to help make it possible for the key men to contribute their best to the common goal.

### *No Substitute for Executive Ability*

There is no substitute for executive ability—it is the most priceless asset of any company. *Oftentimes the most important outcome of an organization plan is to give a really good man a chance to go to work.* In fact, it is often true that there is nothing to be done until a man of ability can be put in a key spot, and it is the better part of wisdom to realize it.

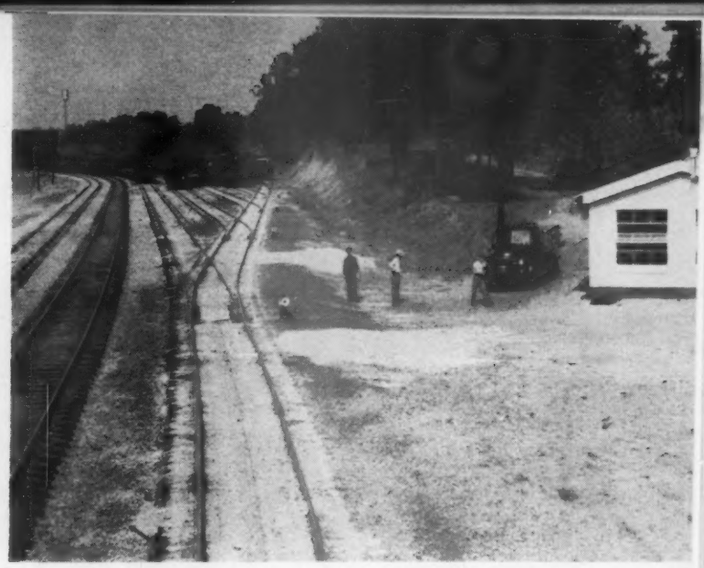
The final conclusion from all this is that the problems of organization structure and the problems of the people who make up an organization cannot be divorced.

Therefore, we personnel people must be vitally interested in organization planning. We cannot do our personnel job unless we tie it in very closely with organization planning. In fact, I believe that no personnel man can do a really successful job unless his company makes organization planning a top priority.

Business faces an extremely difficult and tense period. To make a profit and a continuing profit in the face of government restrictions and controls, rising labor and material costs and skyrocketing taxes, is becoming increasingly difficult. The tempo of technological change is vastly accelerating, demanding management flexibility, adaptability, vision and teamwork. And so much more depends on American business management than ever before—maybe all our future and that of generations to come.

To improve the team, the challenges must be met—limitations recognized. The challenge is to improve an existing organization so that the maximum amount of human energy and initiative can be released rather than controlled or repressed. The chief limitation is that, whereas we are reasonably well-founded technically, we will always probably be relatively ignorant about the human factors and the human relationships involved in any proposed rearrangement.

# Small Yard Helps Southern Improve Service at Atlanta

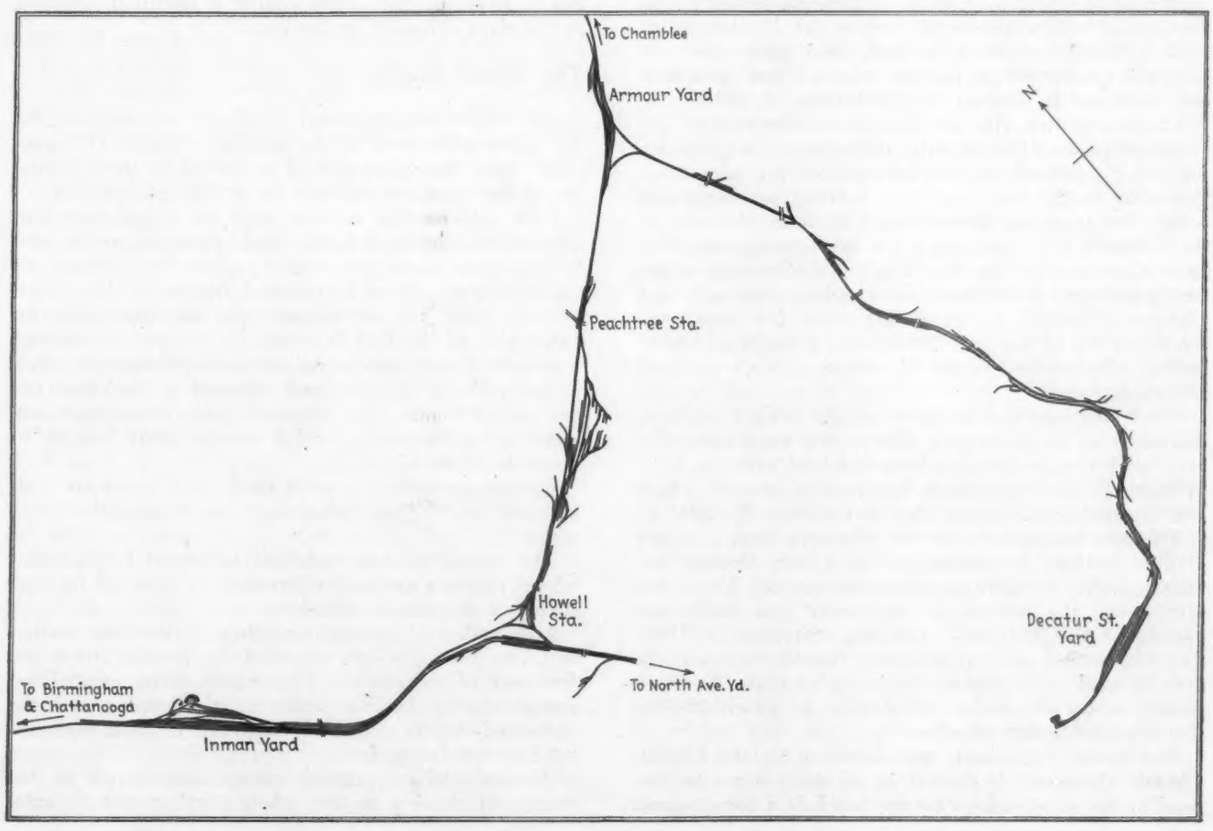


**Looking down the switching lead to the ladder track; the yard office is at the right**

Business and industrial plants along the "Decatur Street belt" in Atlanta receive up to 24 nours faster delivery of cars from the Southern as a result of the opening of a new local classification yard at Armour, in the northern section of Atlanta. The "belt" is a track that branches from the Southern's main line at Armour and runs to the interchange yard at Decatur street. At last count there were some 68 business establishments along the five-mile "belt." The new yard has a total of nine tracks (250 car capacity) available for classifying cars, and a building containing the yard office and a shower and locker room for the crews. The cost of these new facilities was approximately $157,000.

Before this yard was built the practice was to bring cars from Inman yard (see map) up the main line to Armour and from there take them over the "belt" to Decatur Street yard, which is also a Southern interchange point with other railroads serving Atlanta. After being classified at Decatur Street, cars were moved back around the "belt" for delivery. Classifying these cars in the new yard saves time by cutting out the second trip—a reduction of as much as 24 hours in delivery time on many cars.

The present operation calls for transfer engines from Inman yard (the main classification yard for all incoming cars) to take cuts of local cars, three or four times a day, to Armour for the crew there to classify and deliver. There a switch engine and crew on each of three tricks make the classification and local delivery of cars on a round-the-clock basis, scheduling deliveries at the convenience of the railway's customers, as nearly as possible. Some plants like to have incoming cars reach them in the morning, some prefer late afternoon delivery. Others want cars switched into the plant at night. The Southern tries to oblige.



***Motors drive on three axles of each truck—A load-carrying pony axle added—Equipped with steam generator for use in passenger service***

# British 1,600-Hp. Locomotive Parallels American Diesels

By E. C. POULTNEY
M.Inst.Loco.E.

A diesel-electric locomotive designed for main-line passenger service was completed at the Ashford Works of the Southern Region of British Railways early last spring. This locomotive is the first of three authorized in 1946 by the directors of the late Southern Railway.

Owing, however, to various causes, the project was delayed. It originated shortly before the London, Midland & Scottish decided to build two locomotives of generally similar design, the first of which was illustrated and described in *Railway Age*, February 28, 1948.

This locomotive, No. 10000, and another unit of the same design have both been in main-line service, operating either separately or coupled together, for some time. Operating singly, they have been hauling passenger and freight trains on the Western and Midland divisions of the former L.M.S. system. On the Western division they have also operated together, hauling the heaviest main-line passenger trains between London (Euston) and Glasgow (Central), a run of 401 miles. On some runs the round trip of just over 800 miles is made in a 24-hour period, which allows about 3½ hours at each terminal for servicing.

The trains operated range in weight behind the locomotive from approximately 450 to 500 long tons. The same performance has also been obtained with the four-cylinder Pacific type steam locomotives, one of which was illustrated in *Railway Age* of February 28, 1948.

The new locomotives for the Southern Region, while similar to those in service on the L.M.S. Region, are intended only for express passenger service. When first laid down, the mechanical equipment was under the control of O.V.S. Bulleid until his retirement in 1948. The locomotives have a maximum tractive force of 31,200 lb. and a continuous rating of 14,000 lb. They weigh, in working order, 302,400 lb., of which 245,950 lb. is available for adhesion.

The power equipment, manufactured by the English Electric Company, is similar in all main items to that used by the same makers for the two L.M.S. locomotives.

The engine is rated at 1,600 b.hp. continuously and 1,750 b.hp. one-hour rating. It is a 16-cylinder, V-type, four-stroke-cycle unit and is pressure charged, for which purpose four Napier exhaust-gas turbo-blowers are employed, one at each end of each bank of cylinders. The two blowers for each bank charge a manifold common to the eight cylinders of the bank.

### *The Diesel Engine*

The engine bed plate and crankcase are designed for the direct attachment of the generator frame. The complete engine and generator set is carried on three points, two at the generator end and one at the opposite end.

Each cylinder has its own head of special cast iron and its combustion chamber roof, valve-port walls, and fuel-injection sleeve are water cooled. The pistons, of the trunk type, are of heat-treated aluminum alloy. Each cylinder head has one exhaust and one inlet valve on either side of the fuel injector. The injector equipment is provided with one pump for each cylinder, mounted in line with the cylinders and operated by the camshafts and tappet rollers. The camshafts have cams separately attached to the shafts, which are in short lengths to facilitate removal.

Fuel-pump control is by a mechanical governor with hydraulic servo gear, operated by the engine lubricating system.

The arrangement is such that failure of the lubricating-oil pressure causes the governor to shut off the fuel supply to the engine cylinders.

Lubricating-oil pumps, consisting of two—one suction and one pressure—are operated by gearing from the free end of the engine. Two engine-driven centrifugal pumps supply cooling water to the engine and the radiators. Air is drawn through the radiator elements by a motor-driven fan.

A motor-driven priming pump supplies oil to the engine lubricating system when starting and is auto-

matically controlled to cut out when the main lubricating gear is operating and a sufficient oil pressure has built up.

The engine idling speed is 435 r.p.m.; the intermediate speed 600, and the maximum speed 750 r.p.m.

The main traction generator is a single-bearing machine, coupled to the engine crankshaft. It is of the eight-pole d.c. type, having two separately excited field windings and a series decompounding winding, which is also used when the generator is motored from the battery for starting the diesel engine. The generator is self-ventilated. The continuous rating is 1,155 kw. and the current at this rating is 1,650 amp. at 700 volts. The one-hour rating is also 1,155 kw. with a current of 1,750 amp. at 660 volts.

The shaft at the commutator end is extended through the single outer bearing of the self-aligning roller type and carries an overhung armature for the auxiliary generator. This is a six-pole d.c. shunt-excited machine. There are two ratings, the continuous output being 340 amp. and the one-hour output 385 amp., both at 135 volts. These outputs are available over the entire speed range. The voltage is maintained constant over all ranges of speed and load by means of a carbon-pile shunt-field regulator.

There are six series-wound nose-suspended axle-hung traction motors, each driving an axle of the two three-axle trucks through single-reduction straight-tooth spur gears. The gear ratio is 52:21. The motors are connected in pairs in series across the main generator and are wound for a nominal 400 volts. Arrangements are made to cut out a pair of motors should a failure occur, and the locomotive can then proceed on the remaining four motors. The nominal one-hour rating of each motor is 260 hp. at 550 amp. and 400 volts and the corresponding continuous rating is 220 hp. at 460 amp. and 400 volts.

Forced ventilation is provided by two motor-driven fans, drawing air from the outside of the locomotive. Each fan supplies air to three traction motors.

To make full use of the engine power an English Electric load regulator adjusts the value of one main-generator field to suit the load demand. Further, at certain stages the traction-motor fields are shunted to give a higher load-speed characteristic. The full engine power is available up to 80 m.p.h.

### *The Main Frames and Trucks*

At each end of the locomotive there is a driving compartment with the required control gear, engineman's brake valve, and all control switches which are required to be directly accessible to the engineman. There are also indicator lights and alarms connected to the automatic-control system.

The main underframe is of fabricated construction, 60 ft. long. It is built up of two heavy main inner members and two lighter outer members of channel section. Cross members of plate and rolled sections are built in to carry the power plant, truck centers, fuel and water tanks, battery and train-heating boiler. At the end of the frame there is a retractable platform, which can be projected beyond the frame to match a similar arrangement on an adjoining locomotive when two units are coupled together.

The body is of sheet steel, riveted to rolled sections comprising the frame. Six hinged covers of aluminum alloy are fitted in the roof above the engine. If there is insufficient head room to lift the engine through the roof, it may be taken out through the sides, for which purpose a portion is made removable.

**PRINCIPAL DIMENSIONS OF THE BRITISH RAILWAYS SOUTHERN REGION DIESEL-ELECTRIC LOCOMOTIVE**

| | |
|---|---|
| Type | 1C-C1 |
| Diesel engine | 16 cyl., V type |
| Cylinders, bore and stroke, in. | 10 by 12 |
| Continuous rating, b.hp. | 1,600 |
| Maximum rating, b.hp. | 1,750 |
| Maximum crankshaft speed, r.p.m. | 750 |
| Maximum tractive force, lb. | 31,200 |
| Maximum voltage of generator, volts | 900 |
| Maximum current of generator, amp. | 3,000 |
| Fuel oil capacity, Imp. gal. | 1,150 |
| Water capacity, train heating, Imp. gal. | 880 |
| Driving wheels, diameter, in. | 43 |
| Pony-truck wheels, diameter, in. | 37 |
| Truck driving-wheel base, ft. - in. | 16 — 0 |
| Distance between truck centers, ft. - in. | 28 — 6 |
| Total wheel base, ft. - in. | 55 — 6 |
| Weight in working order, lb. | 302,400 |

The load from the underframe is transmitted to the two six-wheel trucks through four large segmental bearings, two for each truck, and by four spring-loaded bearers near the outer axles. The trucks are made up of the side-frame plates, between which are riveted cross members. The middle two carry the bearing segments. The axles have Timken roller-bearing journal boxes. The center axle is allowed a certain amount of lateral displacement. Laminated springs are used with supplementary coil and rubber springs applied to the hanger links.

An unusual feature is the fitting of an additional axle to each truck for weight-carrying purposes to maintain the required maximum axle loading. The additional axle is in the form of a pony truck, but, in place of the radius bar usually used, centered at a point behind the axle, there are two pairs of short links ahead of the axle and anchored to the truck bumper beam. At the outer ends of each truck there is a drawhead fitted with standard side buffers and draft gear.

Each of the driving wheels in the truck main frames has two brake shoes with separate air cylinders operating each shoe. There are sand boxes at the four corners of each truck frame, providing for sanding in either direction. Westinghouse brake equipment is used for the locomotive, controlled by a self-lapping valve on the engineman's desk. Apparatus is also included for operating the automatic vacuum brake on the train. Two motor-driven air compressors supply air for the pneumatically operated electric control gear, the brakes, whistle and ejectors for the vacuum-brake equipment.

Steam required for train heating is produced by a Spanner Spirallo boiler and a Laidlaw Drew oil burner. The oil supply is automatically controlled by the steam demand.

The total length of the locomotive over buffers is 63 ft. 9 in. and the height from rail level to the highest point of the rounded roof is 13 ft. 1 in. The body width is 8 ft. 11½ in. Other dimensions and weights of these locomotives are given in the accompanying table.

These three diesel-electric locomotive units make a total of five main-line diesel-electric locomotives in service on the British Railways with which to gain experience with this form of motive power. At the same time work is in progress with a diesel-mechanical type locomotive, having a 4-6-4 wheel arrangement, for main-line operation.

While during the past two years the Railway Executive, under the executive member for mechanical and electrical engineering, R. A. Riddles, has developed a projected series of standard steam locomotives, it will be evident that attention is also being given to diesel-electric traction for main-line operation. For switching service a considerable number of medium-power diesel-electric units are already in service.

*A Railway Age Convention Report*

# Shippers Say: Keep Government Out of Transportation

***Members of National Industrial Traffic League concerned lest the financial plight of the railroads lead to eventual nationalization of all transport***

We don't want government in any part of the transportation industry; we shall fight every attempt to socialize the industry." This thought—expressed by A. G. Anderson, president of the National Industrial Traffic League and general traffic manager of the Socony-Vacuum Oil Company—was repeated time and again in a multitude of different ways, as the league membership worked its way through the crowded docket of its 44th annual meeting, held in Chicago November 15-16.

The annual luncheon, sponsored jointly by the Chicago Traffic Club and the N.I.T. League, drew a record crowd of 1,250 shippers and transportation men. B. Brewster Jennings, president of the Socony-Vacuum Oil Company, was the guest speaker. His talk on "Economic Lessons from Oil Transportation" will appear in part in a subsequent issue of *Railway Age*.

The league necessarily concerns itself with transportation matters of all kinds, involving transport by air, highway, water, and rail. But running through all of the discussions was a general uneasiness concerning the financial position of the railroads, both as to its effect on their ability to provide adequate facilities and service and as to the danger that its end result may be nationalization. In a number of ways, the league voted to continue opposition to constantly encroaching governmental controls, and to "legislative rate and rule making." Although, as one member put it, league members are concerned more of the time with trucks than with railroads in their daily transportation chores—because an increasingly great portion of their traffic is moving by highway—they are groping for some constructive way to help the railroads out of their plight without quite knowing exactly what course to take.

A lively debate marked determination of the league's official stand with respect to the railroads' recent petition *(Continued on page 47)*

**Among the large number of railroad presidents at the annual luncheon were . . .**

**. . . Wm. White of the Lackawanna, J. P. Kiley of the Milwaukee, and A. E. Stoddard of the Union Pacific . . .**

Photos by *Railway Age*

**. . . C. M. Hutchins of the Bangor & Aroostook, G. Metzman of the New York Central, E. E. Norris of the Southern, W. S. Franklin of the Pennsylvania . . .**

**. . . H. C. Murphy of the Chicago, Burlington & Quincy, P. W. Johnston of the Erie, F. G. Gurley of the Atchison, Topeka & Santa Fe, E. S. French of the Boston & Maine**

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~ ~ ~

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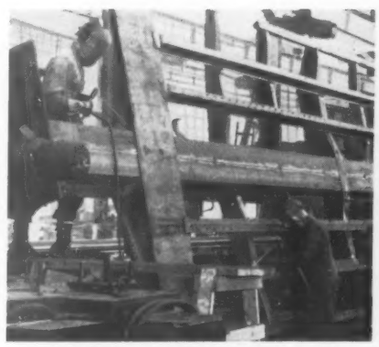

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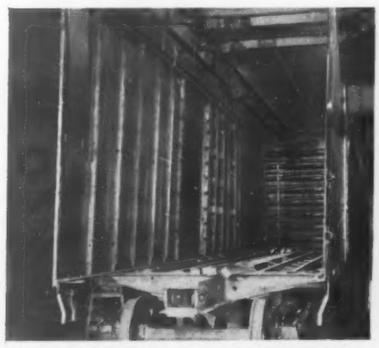

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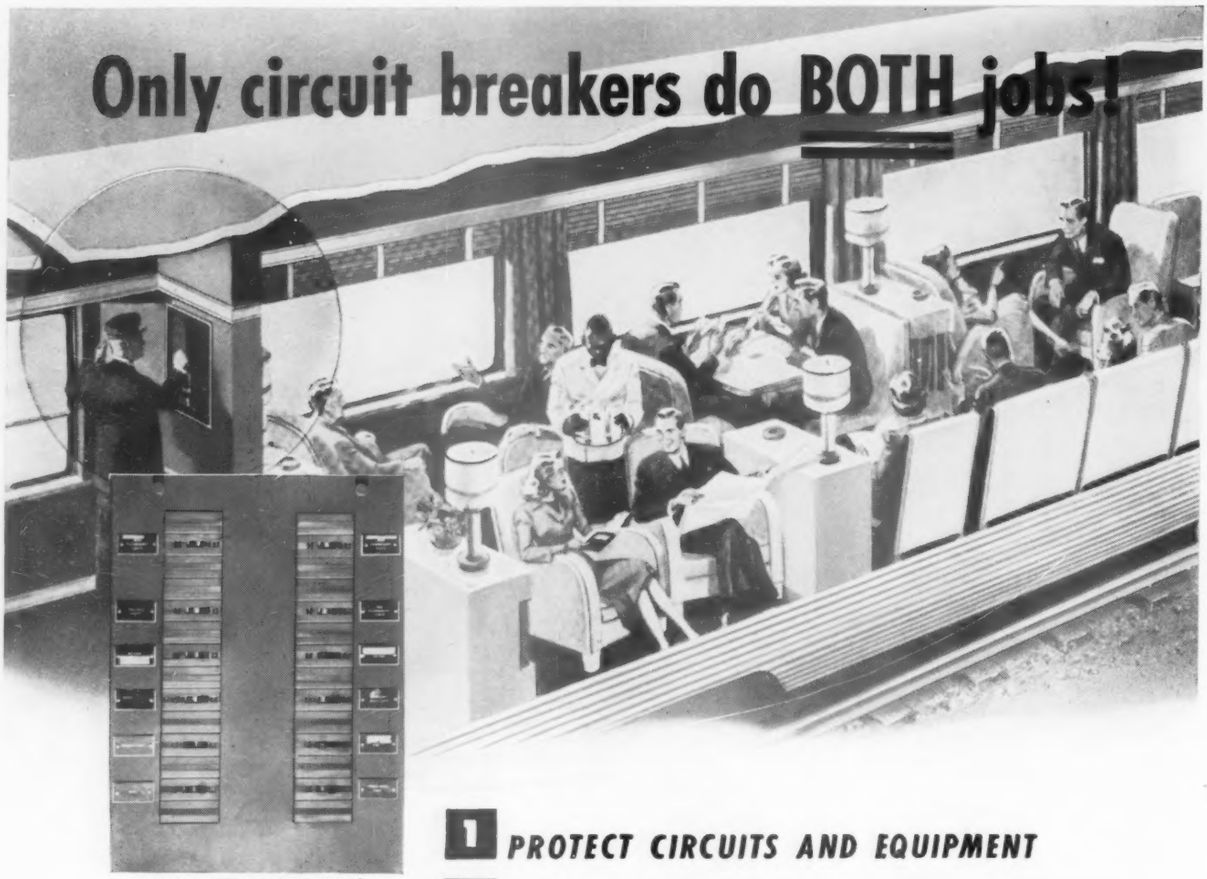

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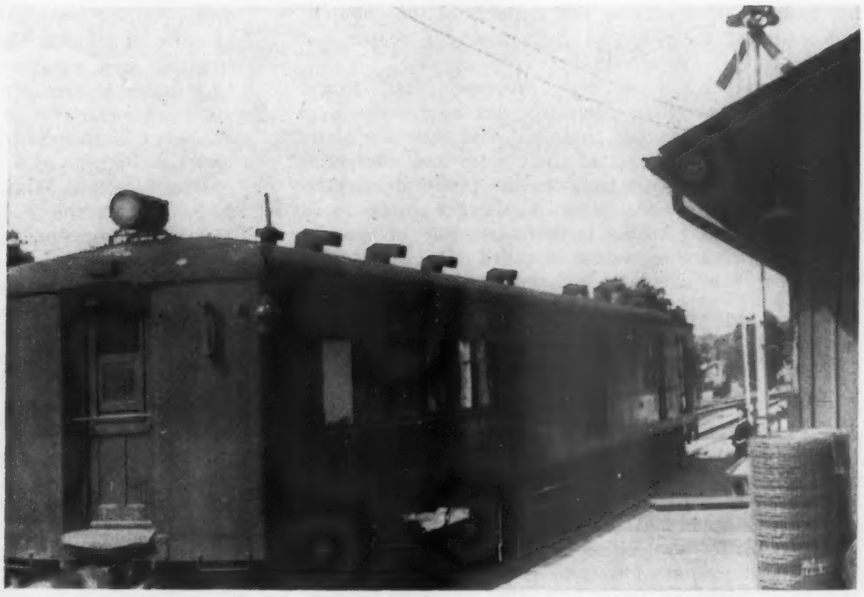


**"While many rail shippers have protested that freight service should not be burdened with the passenger service deficit, these same shippers will frequently protest vigorously when passenger trains are consolidated, schedules changed to effect economies or improve revenues, or when attempts are made to effect their discontinuation"**

*(Continued from page 42)*

to the Interstate Commerce Commission to authorize the balance of the rate increase sought in Ex Parte 175. In the discussion, it became apparent that many shippers feel that they are on the horns of a dilemma. As railroad customers, they do not want to pay more for their transport services. Yet they recognize the railroads' need for additional revenue, and fear the financial condition of the railroad industry will lead to nationalization if allowed to continue uncorrected. After considerable soul-searching and much argument pro and con, it was finally voted to file no answer to the railroads' petition, but to insist "with energy and vigor" on a full hearing on the petition, and to suggest to the commission that there has not been "a sufficient lapse of time for full evaluation of the actual revenue effects of the increases actually granted."

In another discussion it was voted to object to the Interstate Commerce Commission's finding limiting a railroad's industry switching obligation, in effect, to a team track or a simple side track. Opinions were voiced that strict observance of this principle virtually would eliminate switching allowances, and restrict service on which many shippers have depended. It was pointed out that this I.C.C. action will affect almost every shipper and receiver—not just those presently receiving switching allowances. The league voted to favor measures to permit the railroads to extend their switching services as the individual roads see fit.

### *Other Actions of Interest*

Some of the discussions and actions of the league of most interest to railroaders are summarized below:

Concern over railroad plans for the accommodation of express traffic, when present railroad contracts with the Railway Express Agency expire, led to approval of a motion directing the express committee to develop a course for action. The committee was instructed to prepare "definite and constructive suggestions."

The I.C.C. is "enamored of a new device," the highway transportation committee reported in discussing I.C.C. rules for the leasing of equipment by common, contract and private motor carriers. Although the league recognizes and appreciates that the commission's efforts are aimed towards correcting abuses, it is continuing opposition to them on the grounds that they "constitute an enlargement of the Interstate Commerce Act by administrative device."

"A very definite railroad interest in and enthusiasm for tariff simplification" was reported by the rate construction and tariff simplification committee. In noting fruition of the league's efforts to have the railroads establish an independent tariff research bureau, the committee specifically noted the willingness and interest with which the railroads have undertaken to tackle this admittedly complex undertaking.

A "one-package cure" for the railroads' l.c.l. difficulties is impossible to secure, the l.c.l. and merchandise committee reported, adding "effective correction of the many interrelated problems must necessarily be slow." The continued loss of railroad l.c.l. traffic to other carriers is severe, the report continued, and "is important not only to l.c.l. shippers but to carload shippers as well." The fact that railroad l.c.l. handling costs have increased farther and faster than other freight costs was recognized by the committee.

"The l.c.l. problem is at least partially of the railroads' own making," it was brought out, "because continued class and rate increases have raised rail rates to the point where they are no longer competitive—particularly on higher-rated traffic. Less-than-truck load rates are on a substantially lower basis."

"Rail [l.c.l.] service leaves much to be desired," the report stated. Already "definitely inferior" to truck on hauls under 500 miles, "it is gradually being outperformed on the longer hauls." However, attention was directed to the fact that "in many instances the efforts of rail carriers to improve their service, principally between larger industrial centers, have not been adequately productive of increased tonnage."

It was moved to make a study of the benefits to be derived from the substitution of highway trucks in place of local "way cars" for the handling of local l.c.l. freight.

A proposal that the league study methods by which it could "legitimately sponsor legislation to reduce the amount of regulation placed on rail carriers, to the extent that such reduction can be accomplished without inflict-

ing undesirable results on the shippers of the country," was assigned to a special committee for report next year.

More specifically it was proposed that amendments to the Interstate Commerce Act be developed, restoring to the railroads the right and duty for determining the general level of their rates and charges. It was noted that early action on this proposal might be made necessary—to the extent of calling a special spring meeting of the N.I.T. League—because of possible Congressional action on the so-called "Bricker Report" on S.Res. 50 which deals with many of the same problems.

### *Prospects of Shortages*

Prospects for serious car shortages in the spring of 1952 were foreseen as the result of materials allocations restricting the output of freight cars to only 6,000 cars per month by next April, at a time when defense production is expected to be swinging into full stride. A committee was appointed to meet with defense transport and production authorities in an attempt to obtain an adequate allocation of steel to sustain sufficient production and heavy car repair to insure maintenance of an adequate car supply. A letter from Defense Transport Administrator Knudson to the league stated that "present freight car and locomotive production is not being maintained at adequate levels because of insufficient steel and other supplies."

Another resolution was passed urging continued recognition of the importance of railroads to national defense, and of the need for substantially increased production of freight cars and locomotives, and of programs for railroad plant expansion. In view of the government's policy of using emergency amortization certificates as a means of attracting private capital to finance defense construction, the league urges expediting the handling of railroad applications and the issuance of railroad emergency amortization certificates so that the railroads can be assured of adequate capital to finance their needs.

"The railroads are to be commended," the car service committee reported, "for committing themselves to enormous expenditures for new equipment; for going all-out."

It was noted that ownership of freight cars over 20 years of age has increased to 54.3 per cent of total ownership, as compared with 52.9 per cent a year ago, in spite of all that has been done in the way of constructing new equipment. "We feel that this situation contributes enormously to the bad order pool." A committee recommendation to follow up the car repair program and reduce bad order cars to the lowest possible figure was approved.

Dissatisfaction with the current rash of "me too" motor carrier rate increases—adopting "as their own" railroad rate increases which have not been justified on the basis of motor carrier cost increases—led to adoption of a motor carrier rate and classification committee report reaffirming league policy that motor carrier rates "should be made on the circumstances and conditions surrounding motor transportation—not based upon nor copied from the structures of any other agency." The committee noted that today motor carrier rate emphasis seems to be on "competitive equality." A recommendation was approved that, insofar as possible, the league intercede in future regional motor carrier rate cases to oppose granting of general increases without prior proof of need.

Opposition was voted to a cluster of bills in Congress proposing various changes in the organization of the Interstate Commerce Commission. The league indicated a desire to protect the independence of the I.C.C., as a regulatory agency, to resist transfer of powers now held by the I.C.C. to the Department of Commerce, and to resist specific definition of the powers and responsibilities of individual commissioners. "The executive branch of government is reaching out for control of transportation," it was pointed out by committee members, "and this is one of the means by which they seek to achieve their goal."

### *Election of Officers*

For the coming year, the league re-elected the following officers: president, A. G. Anderson, general traffic manager of the Socony-Vacuum Oil Company, New York; vice-president, A. H. Brown, transportation commissioner, Cleveland Chamber of Commerce; treasurer, Roy W. Campbell, manager, traffic department, Butler Paper Company, Chicago; chairman of the board of directors, A. G. T. Moore, Southern Pine Association, New Orleans; and chairman of the executive committee, Lowe P. Siddons, traffic manager, Holly Sugar Corporation, Colorado Springs, Colo.

**BEATING THE FARE INCREASE, Illinois Central commuters swamped ticket offices in Chicago buying multiple-ride tickets by the handful before higher Interstate Commerce Commission-ordered fares went into effect (*Railway Age*, November 12, page 14). To the commuters, the fare hike was just another increase in the cost of living. But to the railroad industry the case may signal a new approach toward the suburban "problem"**

# GENERAL NEWS

## N. Y. Commuter Service

*(Continued from page 18)*

roads' inaction is largely responsible for the seriousness of the commuter transportation situation. "What obligation has a private-enterprise railroad company to operate service at a loss?" Mr. Shoemaker asked. "Having provided commutation service at a loss for 50 years—that is, at the expense of stockholders and of other patrons of the railroad—what incentive do the railroads have to make great expenditures for new facilities?"

Mr. Shoemaker went on to say that it is time for a declaration of policy by the states of New York and New Jersey as to the future of suburban passenger transportation service in and out of New York. If the railroads operate as economically as possible, and charge fares proportionate to the increased cost of living—which so far they have not done—and still cannot avoid a loss in commuter operations, their choice, he remarked, is to cut the service or to seek relief elsewhere. So far as his own road is concerned, he added, one solution would be for it to operate whatever commutation service the state wants, with the state finding a way (through tax relief or otherwise) to make up the deficits.

Colonel Jenny urged that more attention be paid to plans such as he has developed for coordinating the commutation services of the New Jersey railroads, with direct access to New York. Mr. Van Etten explained the plans his organization has under development for a radio and television forum to focus attention on the local commuter service problem and to seek practicable solutions for it.

**LUCIAN C. SPRAGUE, president of the Minneapolis & St. Louis, and Mrs. Sprague, aboard ship in New York before they recently sailed for Italy. While abroad, Mr. Sprague will survey railroads of Switzerland, Italy and France, with special emphasis on effects of the European Recovery Program upon Italian and French railroads**

## Change in Assignment Of I.C.C. Staff Duties

The Interstate Commerce Commission has added to the duties of its Bureau of Informal Cases the handling of informal complaints such as those relating to differences of opinion concerning motor carrier rates and failure of motor carries to handle claims fo overcharges, except informal complaints of shippers of household goods. The latter will continue to be handled by the Bureau of Motor Carriers.

## Cancellation of Western Tourist Fares Held Up

The Interstate Commerce Commission has postponed, from November 8 until January 31, 1952, the effective date of the order whereby its Division 2 authorized western railroads to cancel most of their so-called intermediate-class fares, which are good for travel in tourist sleeping cars. The postponement order was issued after the Secretary of the Army had filed a petition for reconsideration of the division's decision. (*Railway Age*, November 5, page 15.)

## Union-Shop Cases Go To Emergency Board

President Truman has appointed an emergency board to investigate the disputes involving demands of railroad non-operating employees for agreements providing for the union shop and check-off of union dues. The employees are represented by the so-called "non-op" unions and the demands have been served on nearly 400 railroads.

Members of the board are Chairman David L. Cole; George E. Osborne; and Aaron Horvitz. No date had been set for hearings when this issue went to press.

These disputes were certified to the White House by the National Mediation Board on the basis of a union presentation which did not actually pose a strike threat. (*Railway Age* of November 12, page 12.)

## Canada Prepared for Any Emergency, Says Chevrier

"Few countries can compare with ours in their transportation and industrial preparedness," Lionel Chevrier, Canada's Minister of Transport, told members of the Canadian Preparedness Association at their annual dinner in Toronto, Ont., on November 8. "Rail transport is proving capable of meeting its obligations respecting both the economic growth of this nation and the present international situation," he added.

"The two major railway systems," Mr. Chevrier continued, "are engaged in modernization programs designed to replace inefficient and outmoded motive power and rolling stock. They have ordered over 47,000 new units of freight equipment and 753 units of passenger equipment. Dieselization has been the order of the postwar period and over

## News Briefs . . .

**. . . It's about 5,000 miles from the nearest trackage of the Louisville & Nashville to Freetown, Sierra Leone, West Africa, but a 350-lb. L. & N. locomotive bell will soon be sounding in that distant city. "Old Reliable" has made it a practice to donate the bells of retired steam locomotives to small, needy on- and off-line churches, but Freetown is a bit more "off" the L. & N. than any of the other "ringing" contributions so far. The bell will be placed in a new chapel of a mission in that city which has been supported by a church in Covington, Ky. The native missionary had financed part of the cost of the new chapel by sending chimpanzees to the Cincinnati Zoo, but the funds thus secured were inadequate to include the cost of a bell. The Covington church—familiar with the L. & N.'s "bells for churches" policy—applied to the road on behalf of the mission.**

**. . . A two-man crew made the rounds of all Great Northern shops and terminals hunting for scrap that could augment the road's normal flow of metal to the nation's hungry furnaces. R. A. Smith, assistant to the general superintendent of motive power, and R. R. Anderson, assistant general storekeeper, both of St. Paul, scrutinized shops, roundhouses, yards, repair tracks, maintenance, building and bridge crew structures etc., always in company with the supervisor in charge. By collecting old anvils here, obsolete tools there, old pulleys and drive shafts from shop ceilings, and adding to the heap countless outdated castings, dies, pipes, braces, radiators, water tanks, steel ladders, carts, cabinets and old locomotive and car parts, the G.N.'s "scrap team" rounded up 1,623,070 pounds of ferrous and 16,595 pounds of nonferrous metals. The program so impressed the salvage division of the National Production Authority that Edward W. Creb, acting director, in commending the G.N., said the house cleaning was "so impressive that we are making use of this material in publicizing our program as an example to others of what can be done when an intelligent program is undertaken."**

the past 4½ years about 350 diesel locomotives have been placed in service, while over 100 additional units are on order. . . . Improvements have not been confined solely to maintenance and rolling stock and I would not like to give the impression that progess in our railway facilities is confined to the two major railway systems."

## Passenger Train Hits Freight

The Atlantic Coast Line's New York-Miami "Havana Special" sideswiped a freight train as the latter was pulling into a siding at Hortense, Ga., on November 15. The engineman of the passenger locomotive and the Hortense stationmaster were fatally injured. Fourteen passengers, three mail clerks and two railroad employees also were injured, none seriously, the railroad reported.

The passenger-train locomotive struck approximately the eighth car ahead of the freight train's caboose and was derailed, as were 10 passenger cars and seven or eight cars in the freight train. Apparent cause of the accident, a spokesman for the A.C.L. said, was the failure of the engine crew on the passenger train to control the train's speed in keeping with signal indications.

## Service Charges on S.P. Are Approved By I.C.C.

Special service charges of the Southern Pacific for passengers occupying reserved coach seats between points in California and Oregon have been found "just and reasonable" by the Interstate Commerce Commission. The special charges have been in effect since May 18, but the commission has had them under study since that time.

The charges apply on six S.P. streamliners, and vary according to distance traveled. They range from $1 for 450 miles and over, to 25 cents for distances under 75 miles.

## "I.C.C. Can't Work with ¾ Budget"—Siddons

Lowe P. Siddons, traffic manager of the Holly Sugar Company, Colorado Springs, Colo., recently warned members of the Chicago Transportation Club that the Interstate Commerce Commission "simply cannot carry out its work with a three-quarter-sized budget." He was referring to the fact that Congress has trimmed the commission's budget from the $14.7 million requested to $10.8 million (*Railway Age*, September 17, page 93, and November 5, page 65). "The commission has more work piled upon it today than ever before," said Mr. Siddons, "and yet it is trying to work with less than half the number of employees it had 10 to 12 years ago."

Mr. Siddons said he thought the so-called Jensen Act (by which government agencies were to reduce their forces by 10 per cent) was "a wonderful thing — if they would let me specify the agencies to be cut. The I.C.C., he said, was not the place for such a reduction.

He also urged the traffic men to look into the passenger problem. "We work very hard on the freight loss and damage problem," he said, "but the total bill here is only about one-fifth that which is incurred each year by passenger services. These services cannot be discontinued. The nation would not stand for that and besides such a move would affect freight services because — to pick just one example — joint agency costs would then be charged entirely against freight revenues. Many of the main line passengers more than pay their own way but it seems to me that much could still be done to save expenses and at the same time improve the character of these services."

## I.C.C. Hears Argument In Fast Write-Off Case

The Interstate Commerce Commission heard oral argument November 20 on its proposal that carrier reports should not reflect accelerated amortization of equipment and facilities acquired to handle defense traffic. At the conclusion of the argument, parties were given ten days in which to file statements supplementing their respective positions.

S. R. Brittingham, Jr., general attorney and commerce counsel of the Atchison, Topeka & Santa Fe, spoke for the 121 carriers opposing the proposed I.C.C. order. A different view was expressed by James B. McDonough, Jr., assistant general counsel, Seaboard Air Line, and C. C. Kimball of the Chesapeake & Ohio.

The latter two argued that the commission should create a "tax equalization account," and said this would be "entirely preferable" to either the I.C.C. plan or to accelerated amortization as handled at present. (*Railway Age*, October 29, pages 14-15).

Mr. Brittingham argued that the time to recover the cost of emergency facilities is during the emergency, while the facilities are helping handle additional traffic. He said reasons for accelerated write-offs are no less valid today than they were in World War II, and said it would be "unsound" for the commission to cancel the accelerated amortization accounts.

Walter D. Matson, for the Department of Agriculture, and Ford K. Edwards, National Coal Association, also took part in the argument, supporting the commission proposal. Mr. Matson said that if railroad accounts are handled as the I.C.C. proposes, the carriers would have less justification to ask for rate increases.

Placed in the record during the argument was a letter from National Association of Railroad and Utilities Commissioners. A. R. Colbert, chairman of the association's committee on accounts and statistics, said facilities should be depreciated on a service life basis and no "tax equalization account" should be set up.

Commissioner Knudson, who doubles as Defense Transport Administrator, also placed in the record some up-to-date figures on accelerated amortization. As of November 15, the railroads had applied for the fast write-off of freight cars costing $657,807,131, locomotives costing $413,197,499, and passenger cars costing $3,345,000. He also said the carriers have ordered 226,000 freight cars of their "program goal" of 300,000.

# ORGANIZATIONS

## Chicago Traffic Club to Honor 50 Rail Chiefs

Special honors to the 50 American railroads which have reached the century mark will be bestowed by the Traffic Club of Chicago on November 28 when the club will hold its "Rail road Day Luncheon" for the chief executives of the centenarian roads. Senator John W. Bricker of Ohio, a co-author of the recent "progress report" to the Senate Committee on Interstate and Foreign Commerce (*Railway Age*, November 19, page 51) will be the principal speaker. His subject: "The Next Hundred Years."

The Traffic Club cited that: "Through a hundred adventurous years they [the railroads] have met the needs of the United States, in peace and in war, in prosperity and in depression—they have been for a century the symbol and fulfillment of the great ideal of personal genius and integrity and they stand today as the ultimate proof of the soundness of the principle of American free enterprise."

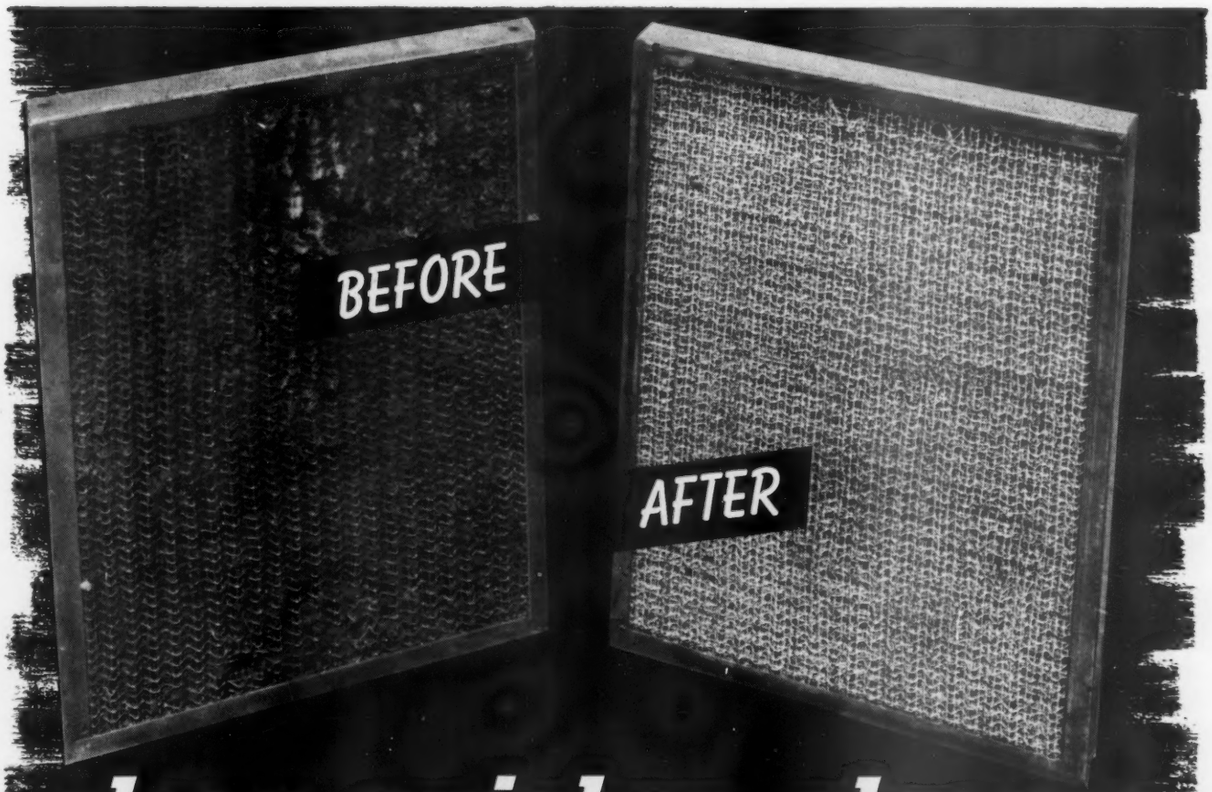
J. R. Staley, vice-president of the Quaker Oats Company, is chairman of the committee in charge of the luncheon.

The next meeting of the **Central Western Shippers Advisory Board** will be held in the Plains Hotel, Cheyenne, Wyo., on December 3-4. Details of the program will be announced later.

The **Railroad Enthusiasts, Inc.**, New York division, will hold its next meeting and annual election of officers on November 28, at 8 p.m., in room 5928, Grand Central Terminal. William R. Main, formerly trainmaster on the West Shore, and now research assistant on the New York Central, will speak on "The West Shore — Yesterday and Today."

The **Toronto Railway Club** will hold its 17th annual dinner on December 1, at 7 p.m., in the Royal York Hotel. Donald Gordon, president of

*(Continued on page 55)*




# clean quicker, cleaner

## *with longer lasting Dearborn Hot Tank Diesel cleaners*

Here is a versatile cleaner for use in Diesel shops and back shops—it's the Dearborn Heavy Duty Hot Tank Cleaner No. 60. A free-rinsing, powdered cleaner, No. 60 effectively cleans all ferrous (and most non-ferrous) metal parts.

Principal Diesel uses include washing filters—removing carbon, oil and grease from pistons, liners, cylinder heads and engine parts—cleaning greasy trucks and car journals. Dearborn Hot Tank Cleaner No. 62 is used for steam locomotive parts.

No. 60 is economical to use because it is effective over long periods. It is completely soluble, non-volatile and free from objectionable odors. For information on this and the complete line of Dearborn Cleaners, consult with your Dearborn Engineer.

**DEARBORN CHEMICAL COMPANY**
**Merchandise Mart Plaza • Chicago 54, Illinois**

180°F. is the recommended solution temperature for Dearborn Heavy Duty Hot Tank Cleaner No. 60. It may be used in a still tank, cleaning machine, or sprayed on.

**Dearborn**
TRADE-MARK REGISTERED
THE LEADER IN WATER TREATMENT AND RUST PREVENTIVES

**SEND FOR INFORMATION**

Dearborn Chemical Company, Dept. RA
Merchandise Mart Plaza, Chicago 54, Ill.

☐ Send information on Dearborn Heavy Duty Hot Tank Cleaner No. 60.
☐ Have a Dearborn Engineer call.

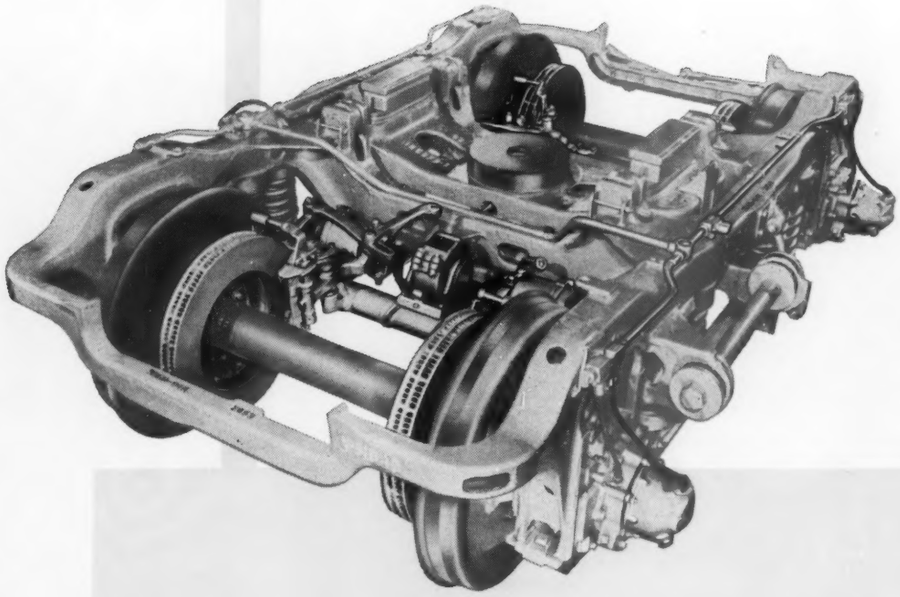
*Name*_____
*Position*_____
*Railroad*_____
*Address*_____
*City*_____ *Zone*_____ *State*_____


*For additional information, use postcard on pages 67, 68*

# NO GRIND...

# NO JAR...

# NO JOLT...

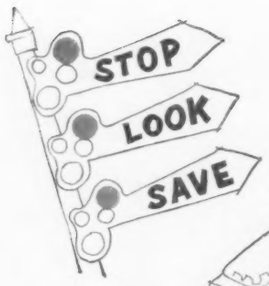


● The Budd railway passenger car disc brake provides quiet, smooth, almost imperceptible stops... stops impossible to achieve with other types of equipment. Add to this the contribution of faster schedules where grades and multiple stops are encountered, and it's easy to see how the disc brake has helped make railroad travel more attractive.

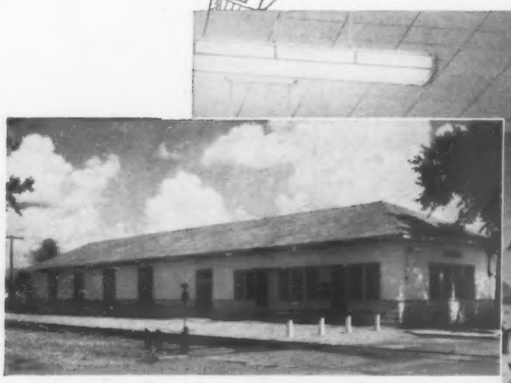
Even more important, the Budd Model CF disc brake has proved its ability to deliver amazing savings in maintenance on many of the highest speed runs in the nation. Brake shoes last ten to twenty times longer—wheel life is often doubled. And, since the shoe never touches the wheel, it cannot heat-check the wheel.

The Budd Company, Philadelphia 32.

Budd




# How the Texas & Pacific made station modernization a sound investment



**Sherman, Texas** station was remodeled during the first year of the T & P's now four-year-old modernization program. Here both J-M Asbestos Roofing and J-M Asbestos Siding were used to transform the exterior as shown above.

**Grand Saline, Texas** station has a roof of J-M Asbestos Shingles . . . the same shingles that have survived 40 years service in many installations, and are still going strong. J-M Asbestos Siding Shingles were also used to provide a completely fireproof, maintenance-free exterior.

**Gladewater, Texas** station already had a durable roof of J-M Asbestos Shingles, applied over 10 years ago. J-M Asbestos Siding Shingles were installed to completely make over the exterior.

**Denton, Texas** station of the T & P, shown above, features murals depicting local industries, and city and school life. Note, too, the attractive, modern ceiling obtained through the use of J-M Insulating Board Ceiling Panels.

**Two reasons why** the Texas & Pacific considers its station modernization program a sound investment are the added good will of the public, and the stimulating effect on morale of local employees.

Still another reason is the use of Johns-Manville building products that will stand up for many years to come.

*On station roofs,* for example, the T & P uses J-M Asbestos Shingles. These fireproof and rotproof shingles stand up under constant exposure to sun, wind and rain—require little maintenance. Not one has ever burned or worn out. *On side walls,* J-M Asbestos Siding Shingles provide attractive, maintenance-free exteriors. *On ceilings,* J-M Insulating Board Ceiling Panels give a neat, modern appearance to station interiors. Easy to apply over existing ceilings, these panels have an attractive finish that does not require painting.

Perhaps you are considering a program to modernize *your* older stations. If so—why not make sure that it's a sound investment by using long-lasting, maintenance-free J-M building products. For details write: Johns-Manville, Box 290, New York 16, N. Y.

JOHNS-MANVILLE JM PRODUCTS **Johns-Manville** 93 YEARS OF SERVICE TO TRANSPORTATION

*(Continued from page 50)*
the Canadian National, and H. H. Rogge, president of the Canadian Westinghouse Company, will be guest speakers.

The **Miami Traffic Club** will be co-host with the **Greater Miami Traffic Association** at the meeting of the **Southeast Shippers Advisory Board** on December 4, 5 and 6, at the Sherry Frontenac Hotel, Miami Beach. Delegates to the board meeting will be guests of the traffic club at a dinner party on the evening of December 4, at which A. G. T. Moore, traffic manager of the Southern Pine Association, will be the principal speaker.

## SUPPLY TRADE

**Preco, Inc.,** Los Angeles, Cal., has announced that **Electra Motors,** Anaheim, Cal., has been selected to develop and supply small electric motors and accessory equipment for use with Preco fans in refrigerator car installations.

**J. F. Weiffenbach** has been appointed vice-president in charge of manufacturing of the **Canadian Locomotive Company,** to succeed **J. J. Jarrell,** who has retired after 45 years with the firm. In his new position, Mr. Weiffenbach will direct manufacture of diesel-electric locomotives and engines, as well as a wide range of industrial equipment.

Mr. Weiffenbach graduated from the University of Michigan in 1934, with a degree in mechanical engineering. He later joined the Electro-Motive Division of General Motors Corporation at La Grange, Ill., where he worked for 12 years. In 1946 he joined Fairbanks, Morse & Co. in Chicago, and subsequently was appointed chief

J. F. Weiffenbach

engineer of its diesel locomotive division, and later manager of engineering at its Beloit, Wis., plant. In April 1951, Mr. Weiffenbach was appointed works manager of Canadian Locomotive at the Kingston, Ont., plant, the position he held at the time of his recent promotion.

**R. F. Davis,** formerly assistant regional manager, Central region, of the **Cummins Engine Company,** at Chicago, has been promoted to regional manager, Eastern region, with headquarters at New York. Mr. Davis succeeds **Walter N. Westland,** who

R. F. Davis

has been appointed head of Cummins Diesel of New England, Inc., with headquarters at Allston, Mass.

Mr. Davis joined Cummins in 1942 as an inspector on the production line. In 1944 he was transferred to the purchasing department as a field expediter and in 1947 was appointed manager—engine sales. He held this position until November 1948, when he joined the Cummins regional organization.

**A. P. Shearwood** has been appointed vice-president in charge of sales of the **National Steel Car Corporation** and **H. J. Lang,** acting as assistant to the president, has been appointed a vice-president. Messrs. Shearwood and Lang, both graduates in engineering of McGill University, joined National Steel Car in 1932 and 1945, respectively. **O. H. Anderson,**

A. P. Shearwood

H. J. Lang

O. H. Anderson

whose election as a director and appointment as managing director was reported in *Railway Age* November 5, page 94, has been with the company for 31 years, holding the position of chief mechanical engineer since 1925 and vice-president since 1942.

*(Continued on page 58)*

**Leo G. Sands, who has been appointed general sales manager of the Bogue Electric Manufacturing Company, Paterson, N. J. Mr. Sands formerly was director of public relations and advertising for the Radio division of Bendix Aviation Corporation**

These
"You're GETTING something more
6400-HP. Road Locomotive. Four 1600-HP. Units.
1600-HP. All-service Locomotive. Six Traction Motors.
1600-HP. All-service Locomotive. Four Traction Motors.
1600-HP. All-service Locomotive.
1200-HP. Road Switching Locomotive.
1200-HP. Switching Locomotive.
800-HP. Switching Locomotive.
2400-HP. Road Transfer Locomotive.

# Pistons keep a cool head

The extra power you get from Baldwin-Westinghouse Diesel-Electric Locomotives means extra heat and extra stress on the pistons—but this new design can take it!

This improved piston has additional cooling coils to sop up heat from crown as well as rings. Pressure circulation of oil assures continuous lubricating action. And on the physical side—a portion of the oil supply groove on the upper section of piston has been eliminated, adding additional strength to the stressed section of the wrist pin bore. The wrist pin, too, has been beefed-up to carry the extra load with an ample margin of safety.

This is just another example of how B-L-H engineering has paid off in extra power for railroad users.

**BALDWIN-LIMA-HAMILTON CORPORATION**
Philadelphia 42, Pa. • Offices in Principal Cities

because we're DOING something more!"

**BALDWIN-Westinghouse**
DIESEL-ELECTRIC LOCOMOTIVES

*(Continued from page 55)*

After January 1, 1952, Canadian business of the **American Air Filter Company,** Louisville, Ky., will be handled by **American Air Filter of Canada,** Montreal. **William G. Hole,** formerly of Darling Bros., Ltd., will be in charge of all Canadian operations.

# EQUIPMENT AND SUPPLIES

## SIGNALING

The American Locomotive Company has ordered from the Union Switch & Signal Division of Westinghouse Air Brake Company 15 sets of 4-indication type E coded cab signal equipment to be installed on diesel-electric locomotives being built for the **Chicago, Rock Island & Pacific.**

# CONSTRUCTION

**Chesapeake & Ohio.**—A contract has been awarded to the Manitowoc Shipbuilding Company for lengthening and repowering two C. & O. car ferries which carry loaded freight cars, passengers and automobiles between Ludington, Mich., and Milwaukee, Wis., Manitowoc and Kewaunee. The improvements will cost an estimated $4,027,000 and will take about five months for each vessel. Work is scheduled to begin next summer.

**Chesapeake & Ohio.**—Construction of a 600-car storage yard near this road's pier 14 at Newport News, Va., has begun. The yard, scheduled for completion next February, will cost $319,000. It will have 12 tracks, each capable of holding 50 cars, and a floodlight tower to facilitate handling cars at night. Monthly loadings, the road said, have increased considerably since installation of mechanical trimmers on the four loading towers at pier 14 and a similar trimmer is being considered for pier 15. The C. & O. also will relocate a rail cross over from between Nos. 2 and 3 forwarding tracks to east of the 28th street bridge, thus speeding movement of empty coal cars from Newport News docks to coal fields. The relocation will cost $16,764.

**Northern Pacific.**—Work has begun on elimination of a 553-ft. tunnel, known as "Hoppers tunnel," on the main line near Livingston, Mont. Contractors J. A. Terteling & Sons, Boise, Idaho, will remove about 316,000 cu. yd. of earth, shale and sandstone rock to uncover the tunnel and excavate an open cut for double track. It is expected the work will be completed next spring.

**FAIRBANKS, MORSE OPPOSED-PISTON DIESEL unit, first for the Canadian National, as it was recently delivered at Montreal. S. F. Dingle (center), C.N. vice-president, operation, is accepting the locomotive from George Mueller (left), vice-president, sales, Canadian Locomotive Company. On the right is A. C. Melanson, C.N. chief of motive power and car equipment. The 1,000-hp. unit, with two others which will be delivered shortly, is for passenger service between Montreal, Granby and Waterloo. Each unit will have a built-in steam generating plant for train heating, six-wheeled trucks designed to spread the weight of the locomotive on light rails, bridges and culverts, an overall length of 56 ft. 4 in. and a width of 10 ft. 1½ in.**

**New York, Chicago & St. Louis.**—The I.C.C. has approved this road's proposal for relocating a part of its main line at Muncie, Ind. The relocation, which will speed up train movements and relieve traffic congestion, involves construction of approximately 5,371 feet of new trackage, abandonment of approximately 4,766 feet, and acquisition of half-interest in a 1,174-foot segment of the Chesapeake & Ohio. The State Highway Commission will construct the new trackage for the carrier. Included in the construction is a new bridge over the White river.

# FINANCIAL

**Illinois Central.** — *Mortgage Bonds.*—Pending a "favorable" bond market, Illinois Central directors have authorized issuance and sale of up to $25 million of consolidated mortgage bonds. The proceeds will be used in connection with debt maturities, particularly those falling due in the next four years, and to replace depleted working capital. In announcing the authorization, President Wayne A. Johnston said the board, for more than a year, had discussed with its financial advisors and its principal security holders a financing plan to provide funds necessary to meet maturing debt and expenditures for roadway, structures and equipment, but that up to the present time, conditions have not been favorable for sale of bonds on satisfactory terms.

**Long Island.**—*Reorganization Plan Submitted by P.R.R.*—The Pennsylvania last week filed with the Federal Court for the Eastern District of New York, and the Interstate Commerce Commission a plan for reorganization of the Long Island. Capitalization of the reorganized company, as proposed in the plan, would consist, in addition to equipment obligations, of new series A first mortgage bonds, new first mortgage bonds of other series, new series A general mortgage bonds, new series A preferred stock and new common stock.

Under the plan the New York State Public Service Commission would not have power to establish fares on the Long Island. A proper rate of return and a fair value on the L.I.'s property would be established by the I.C.C. and within that framework fares would be set by the Long Island itself. The Long Island would be excused from New York State taxes on its real property used for railroad purposes, and from similar local and municipal taxes, whenever L. I. earnings were below the level established by the I.C.C. The commission could reduce fares if earnings for two calendar years exceeded the allotted return.

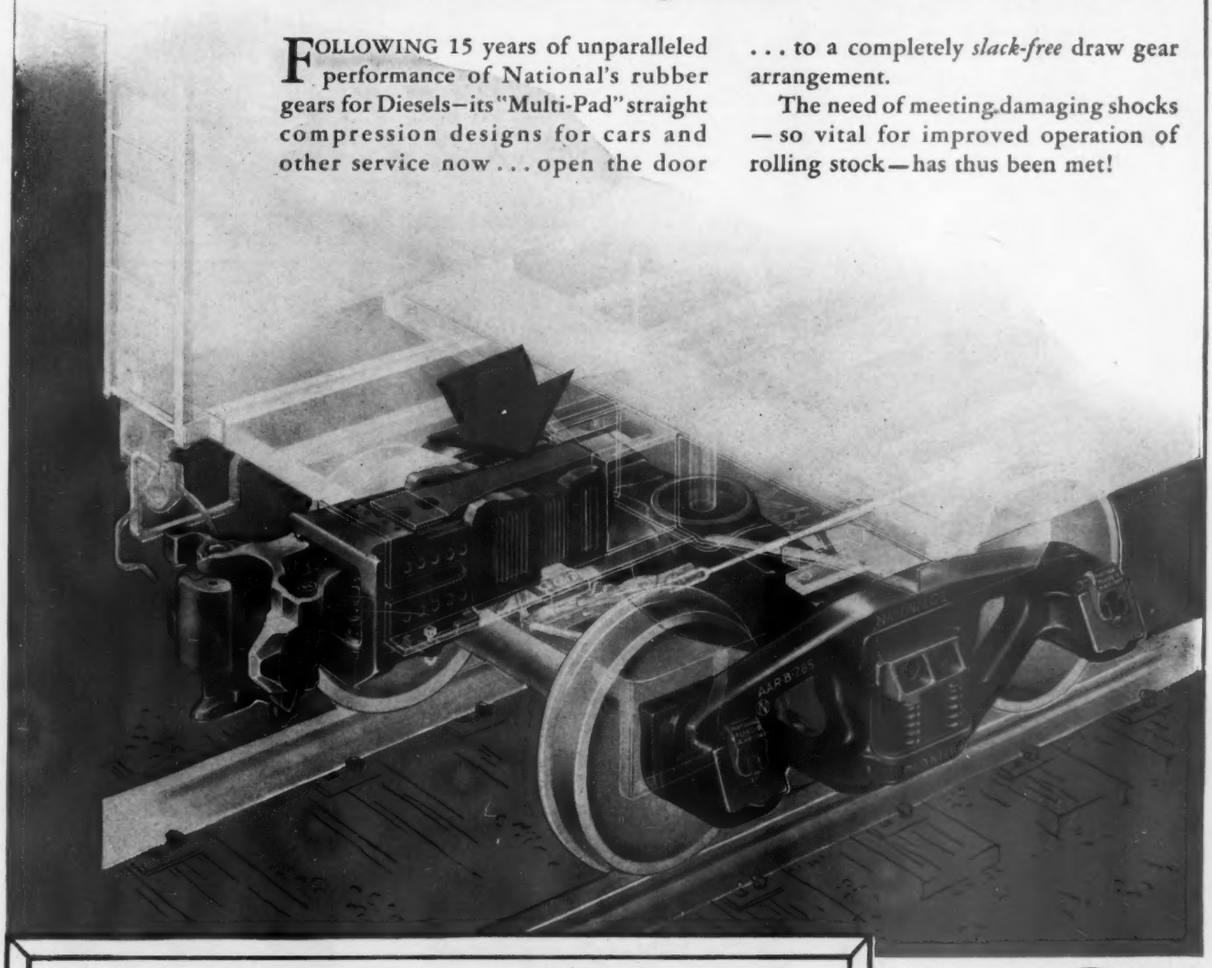
Outstanding debts of the L. I. hav-

# RAILROADS' PROGRESS versus *Impact!*

## ...and how "NATIONAL'S" continuing development of rubber-cushioned draft gears has contributed—

FOLLOWING 15 years of unparalleled performance of National's rubber gears for Diesels—its "Multi-Pad" straight compression designs for cars and other service now... open the door ... to a completely *slack-free* draw gear arrangement.

The need of meeting damaging shocks — so vital for improved operation of rolling stock—has thus been met!



Type "MF-260" (or-1) for freight service, designed for selective travel, and fitting into standard AAR gear pocket length of 24⅝", is the first to meet and exceed test requirements of recent AAR Tentative Specifications for Rubber Draft Gears for Freight Service.

The individual and unique rubber pads, in combination, can be varied in size and number for desired capacities and sturdiness; with gear compensating design feature available.

***These gears are instantaneous in action and effectively reduce even the highest potential end-sill forces.***

A-4591

NATIONAL Products

**NATIONAL MALLEABLE and STEEL CASTINGS COMPANY**

Cleveland 6, Ohio

SUPPLIERS • TRUCKS • WHEELS • FRICTION AND RUBBER DRAFT GEARS • JOURNAL BOXES AND LIDS

ing top priority would be paid in full by selling new first mortgage bonds and "junior" securities would be issued to replace outstanding issues now held by the P.R.R. and its subsidiaries.

"The purpose of the plan is to provide Long Island passengers with the kind of service they want on a self-supporting basis, which is the only basis consistent with their own long-run interests and those of the general public," Walter S. Franklin, P.R.R. president, said in a statement issued simultaneously with the filing of the plan. "The plan provides for private ownership, managed in the public interest . . . It will come as no surprise to any person who believes sincerely in the fundamental superiority of free enterprise, that our plan proposes that the railroad be operated under these principles. One thing we do wish to emphasize is that we consider this the paramount issue over and above all other issues."

For the past 20 years, Mr. Franklin continued, the Long Island, "although in private ownership, has been so shackled by the public regulatory and taxing authorities that it has been rendered incapable of paying its own way, as a private enterprise must do. These shackles must now be stricken off if the sorry story of the New York City subways is not to be repeated. No plan such as public ownership which provides that all taxpayers of Greater New York York help pay for the transportation used by passengers on the Long Island is sound. No plan which provides that the passengers on the Long Island pay high fares in order to pay excessive taxes for the benefit of individual communities is sound. No plan which provides that some Long Island passengers subsidize the costs of parts of the railroad which have no hope of paying their own way is sound.

"Today passengers on some portions of the Long Island are paying far less than the cost of providing the services they use. The majority of passengers are paying fares that, while just about sufficient to maintain the present level of the service they receive, do not provide earnings to buy new equipment . . . nor to improve the quality of the service. . . . If the company were on a self-supporting basis, such needed improvements could by financed by new capital, but under conditions of strangulatory regulation, capital is not attracted."

## Investment Publications

[The surveys listed herein are for the most part prepared by financial houses for the information of their customers. Knowing that many such surveys contain valuable information, *Railway Age* lists them as a service to its readers, but assumes no responsibility for facts or opinions which they may contain bearing upon the attractiveness of specific securities.]

**Baker, Weeks & Harden,** One Wall st., New York 5.

*Railroad Review.* October 24.

**Fahnestock & Co.,** 65 Broadway, New York 6.

*American Brake Shoe Co.* Weekly Review, September 24.

*Chicago, Milwaukee, St. Paul & Pacific Railroad Co.* Weekly Review, October 22.

*Kansas City Southern Railway.* Weekly Review, November 5.

*Railroad Income Bonds.* Weekly Review, October 29.

**H. Hentz & Co.,** 60 Beaver st., New York 4.

*An Analysis of New York, Chicago & St. Louis Railroad.* October 15.

**Hirsch & Co.,** 25 Broad st., New York 4.

*A Review of Business and Financial Conditions. Railroads.* November.

**Kerr & Co.,** General Petroleum bldg., Los Angeles 17, Cal.

*Missouri Pacific Railroad Co.* November 12, No. 1005.

**Jas. H. Oliphant & Co.,** 61 Broadway, New York 6.

*Atlantic Coast Line R.R. Co.* Oliphant's Studies in Securities, No. 239, November.

**Smith, Barney & Co.,** 14 Wall st., New York 5.

*Railroad Bond Exchange Suggestion.* Railroad Bulletin No. 71, September 28.

*Railroad Bond Exchange Suggestion.* Railroad Bulletin No. 73, October 18.

*Railroad Security Exchange Suggestions.* Railroad Bulletin No. 72, October 5.

*Railroad Stock Exchange Suggestion.* Railroad Bulletin No. 70, September 25.

**Vilas & Hickey,** 49 Wall st., New York 5.

*Increased Mail Pay.* Lists, for principal roads, approximate mail pay increase in 1950, the approximate increase in 1951 and the gross dollars per share for the 1951 increase. November 16.

## New Securities

Division 4 of the I.C.C. has **authorized:**

**DONORA SOUTHERN.**—To issue three unsecured promissory notes aggregating $258,500, to be delivered to the United States Steel Corporation in evidence of loans totaling this amount. Proceeds from the notes will be used to purchase a diesel-electric locomotive, and for general rehabilitation of the road's facilities at Donora, Pa.

**LAKE TERMINAL.**—To issue an unsecured promissory note of $1,800,000, to be delivered to the United States Steel Corporation to evidence a loan of that amount. Proceeds from the note will be used to pay for 150 gondola cars and 150 hopper cars being delivered during November 1951. The note, with interest at 3 per cent, will be payable in 20 semiannual installments of $90,000 each.

## Dividends Declared

**BALTIMORE & OHIO.**—preferred, $4, annual, payable December 21 to holders of record November 30.

**CHICAGO, ROCK ISLAND & PACIFIC.**—common, $1, increased quarterly; 5% preferred series A, $1.25, quarterly, both payable December 27 to holders of record December 13.

**COPPER RANGE.**—20c, quarterly, payable December 17 to holders of record November 23.

**ERIE & PITTSBURGH.**—guaranteed, 87½c, quarterly, payable December 10 to holders of record November 30.

**ILLINOIS CENTRAL.**—common, 75c, payable December 17 to holders of record November 26.

**PHILADELPHIA, GERMANTOWN & NORRISTOWN.**—$1.50, quarterly, payable December 4 to holders of record November 20.

**NEW YORK, CHICAGO & ST. LOUIS.**—Common, 50c, payable January 2, 1952, to holders of record December 7. (Payment applies to new common stock, issued after five-for-one split effective this year.)

**PITTSBURGH & LAKE ERIE.**—$2, payable December 15 to holders of record November 26.

**SOUTHERN PACIFIC.**—$1.25, quarterly; extra, 50c, both payable December 17 to holders of record November 26.

**VIRGINIAN.**—62½c, quarterly; extra, 50c, both payable December 21 to holders of record December 11.

## Security Price Averages

| | Nov. 20 | Prev. Week | Last Year |
|---|---|---|---|
| Average price of 20 representative railway stocks | 53.18 | 52.99 | 49.25 |
| Average price of 20 representative railway bonds | 90.69 | 91.37 | 96.20 |

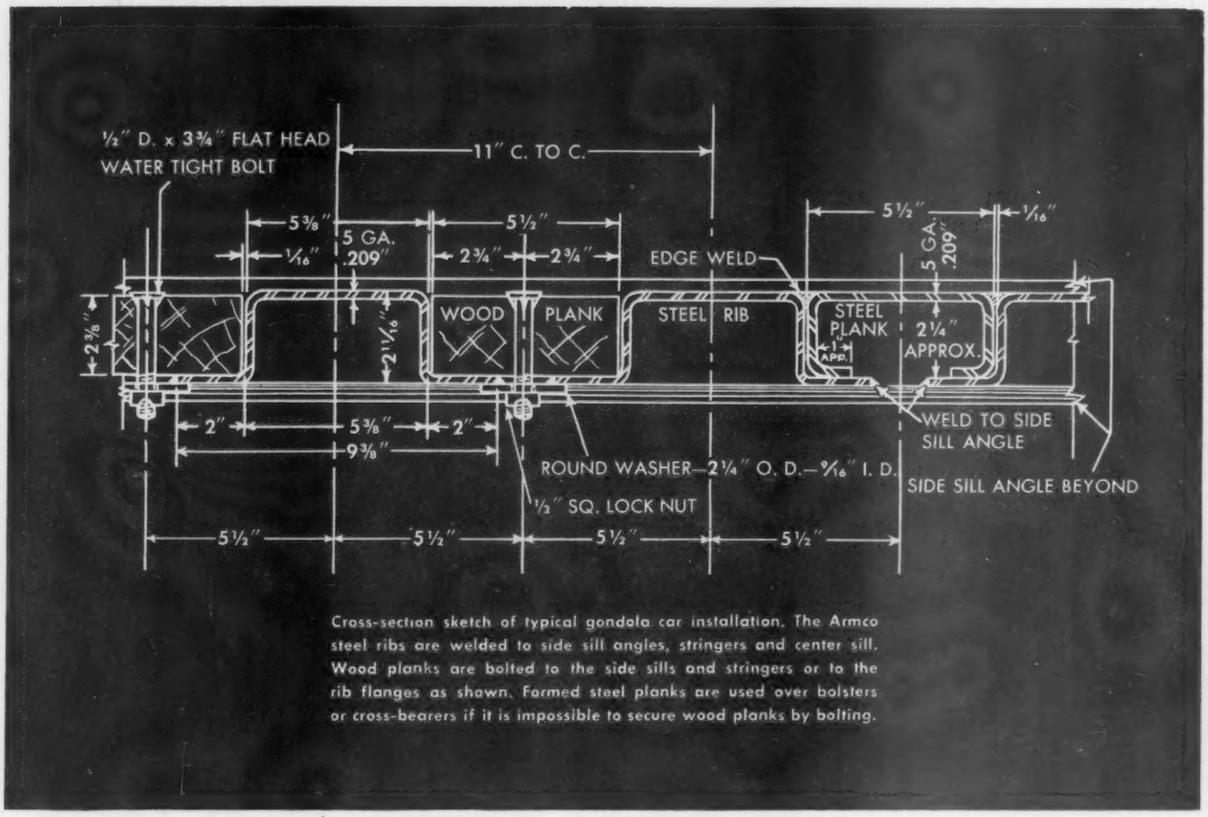
# RAILWAY OFFICERS

## *FINANCIAL, LEGAL & ACCOUNTING*

**John L. Reynolds,** assistant treasurer of the LONG ISLAND, has been appointed treasurer, with headquarters as before at Jamaica, N. Y., succeeding **Harry Hurst,** who retired on November 15. Mr. Reynolds was born at Centerville, Ala., on February 2, 1898, and was graduated from the United States Naval Academy at Annapolis in 1918. Serving in the Navy with the rank of Captain, Mr. Reynolds had more than 17 years of executive, administrative and supervisory experience, directing the activities of up to 950 technical, profession-

**John L. Reynolds**

al, clerical, financial and general personnel. These activities included planning and coordination of a nationwide chain of retail outlets, with emphasis on financial and inventory control, and full responsibility for distribution of several hundred millions of dollars in claims. He initiated and developed policies associated with budgeted expenditures of up to $15,000,000 annually and served as one of five members of the board of review




Cross-section sketch of typical gondola car installation. The Armco steel ribs are welded to side sill angles, stringers and center sill. Wood planks are bolted to the side sills and stringers or to the rib flanges as shown. Formed steel planks are used over bolsters or cross-bearers if it is impossible to secure wood planks by bolting.

# A new car floor | DESIGNED FOR TODAY'S DEMANDS

Service demands on rolling stock are *different* today. Gondola floors must be suitable for a greater variety of lading to reduce handling of empty cars and lost ton-miles; box and flat cars need flooring of greater strength to resist break-through from highly concentrated loads. Yet floors must be nailable, economical, and readily installed in old or new cars.

Armco Freight-Car Flooring is designed to meet these stepped-up requirements. It is a composite steel and wood floor. The Armco hat-section steel ribs offer from 2¾ to 4½ times the load-carrying capacity of standard wood planks. Abundant nailing space is provided by the 5½"-wide wooden components spaced on eleven-inch centers. The cross-section sketch of Armco Freight Car Flooring illustrates its simplicity of design and ease of installation.

Armco Freight Car Flooring is made for boxcars, flatcars and gondolas, in new construction or in the replacement of worn-out wood or steel floors in existing equipment. For more information write us for a copy of the informative booklet, "Armco Freight Car Flooring."

Armco Freight Car Flooring has replaced a worn-out plate floor in this gondola car. The rebuilt car is now suitable for a greater variety of lading; it has increased rigidity to twisting of car frame; and the 5½-inch wide wood planks provide real nailability.

**ARMCO STEEL CORPORATION**

4791 Curtis Street, Middletown, Ohio • Plants and sales offices from coast to coast • Export: The Armco International Corporation



*For additional information, use postcard on pages 67, 68*

of the entire United Service Organizations budget. Before his appointment as assistant treasurer of the L.I. on July 1 of this year, Mr. Reynolds was executive assistant to the trustee.

Mr. Hurst was born in Leigh, Lancashire, England, on April 16, 1879, and came to the United States in May 1899. He joined the Pennsylvania's accounting department on June 20, 1894, transferred to the treasury department in 1903, and was appointed paymaster in 1913. In 1920 he was appointed assistant treasurer at St. Louis, subsequently transferring to Pittsburgh, and Philadelphia. Mr. Hurst was elected treasurer of the L.I. in February 1949 and the following month was appointed treasurer for the road's trustee.

## TRAFFIC

**Edgar E. Barry,** passenger traffic manager of the SOUTHERN at Atlanta, Ga., has been appointed general passenger traffic manager at Washington, D. C., succeeding **Frank L. Jenkins,** who will retire on December 1, after more than 51 years of service. **Emory S. Clements,** assistant passenger traffic manager at Atlanta, succeeds Mr. Barry as passenger traffic manager there.

Mr. Barry was born at Clarkston, Ga., on November 29, 1889, and en-

Edgar E. Barry

tered the service of the Southern on June 7, 1905, as a stenographer in the office of the assistant general passenger agent at Atlanta. After serving in various other capacities, he was appointed traveling passenger agent, district passenger agent, assistant general passenger agent and assistant passenger traffic manager, successively. Mr. Barry became passenger traffic manager at Atlanta on July 1, 1947.

Mr. Jenkins was born at Statesville, N. C., on November 28, 1881, and entered the service of the Southern on November 1, 1900, as clerk in the city passenger and freight office at Charlotte, N. C. He subsequently served as assistant ticket agent, depot ticket agent, traveling passenger agent, district passenger agent, division passenger agent, special passenger representative, assistant general passenger agent and passenger traffic manager. Mr. Jenkins was appointed general passenger traffic manager at Washington on November 1, 1944. He served as vice-president in 1925 and president in 1926 of the Philadelphia Pas-

Frank L. Jenkins

senger Association; as vice-president in 1944 and president in 1945 of the American Association of Passenger Traffic Officers; and as chairman of the Administrative Committee of the Southern Passenger Association for more than 10 years.

Mr. Clements was born at Gordon, Ga., on October 28, 1894, and entered

Emory S. Clements

railroad service on October 6, 1912, as ticket seller at Union station (now Terminal station) in Macon. He subsequently served the Georgia, Southern & Florida (Southern) as city ticket agent, assistant depot ticket agent, assistant accountant and ticket clerk, city passenger and ticket agent and chief clerk in the general passenger department. Mr. Clements later became traveling passenger agent, chief clerk in the general passenger office and assistant general passenger agent of the Southern. He was appointed assistant passenger traffic manager at Atlanta on July 1, 1947.

## OPERATING

**R. E. White** has been appointed supervisor of telephone and signals of the Virginia division of the SEABOARD AIR LINE at Raleigh, N. C., succeeding the late **E. E. Staples.**

**R. A. Gordon,** general superintendent at Winnipeg for the Western district of CANADIAN NATIONAL EXPRESS, has been appointed assistant general manager, with headquarters at Montreal. **C. E. Potts,** assistant general manager at Montreal, has been appointed general superintendent at Winnipeg. **C. S. Lougheed,** equipment supervisor, has been named

R. A. Gordon

superintendent of equipment, with his headquarters, as before, at Montreal.

Mr. Gordon, a native of Summerside, P.E.I., joined C.N. Express there in 1924 as clerk, and later became agent. In 1937 he was appointed agent at St. John, N.B., and in 1943 was transferred to Halifax, N.S., as traffic

C. E. Potts

supervisor. One year later he moved to Moncton, N.B., as assistant superintendent, holding that post until 1948, when he became superintendent there. In 1950 he was transferred to Winnipeg as general superintendent for the Western district.

Born at Toronto, Mr. Potts began

*(Continued on page 70)*

THE DENVER AND RIO GRANDE WESTERN

RAILROAD COMPANY

.....

Utilization and Performance Report

on

Fairbanks-Morse Locomotives

*Rugged Western beauty... with mountain grades and altitudes... provides the background for the interesting performance data in this file...*

D. & R. G. W. Form 3581
Section b-

MAIN LINE Rio Grande THRU THE ROCKIES

# DIESEL SWITCH ENGINE — DAILY INSPECTION REPORT

ENGINE NO. 122 LOCATION Salt Lake City DATE November

LOCOMOTIVE EXTERIOR

Most every early Utah dawn finds Fairbanks-Morse 1000 hp. units expediting freight movement over the Rio Grande line ... as here, working in tandem on road transfer service near Salt Lake City.

12. Insp. All Belt Drives, Blowers, Fans
13. Air Comp. Lube Oil Level
14. Air Comp. Governor Operation

Here in Roper Yard, Engines 123 and 122 often overlap operations on the same lead. Such nimble switching is essential in a terminal important in the speedy handling of Colorado and Utah fruit crops ... vegetables from San Luis Valley.

Loco. Forward—Reverse Movement
20. Clk.
21. Dec
31. Con
32 Mai
35. Rec
37. Eng
38. Con

92.63%

Roper Yard is the permanent assignment of the Rio Grande's Fairbanks-Morse 1,000 hp. switchers. And it's here that these units have set a consistently high availability record ... at a repair cost of only .XXX per hour available ... with a total repair, fuel and lube oil cost of X.XXX per hour available.

33.89% lower than the switcher group average

13.1% lower than the switcher group average

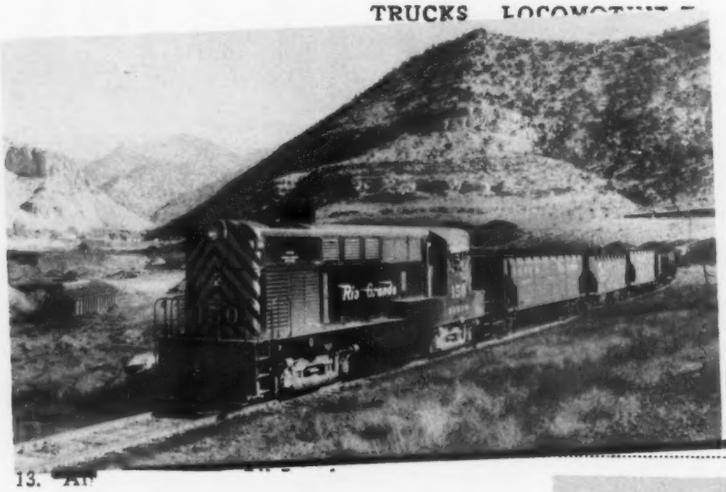
D. & R. G. W. Form 3581
Section 6—

MAIN LINE Rio Grande THRU THE ROCKIES

# DIESEL SWITCH ENGINE—DAILY INSPECTION REPORT

ENGINE NO. 150 LOCATION Sunnyside DATE November

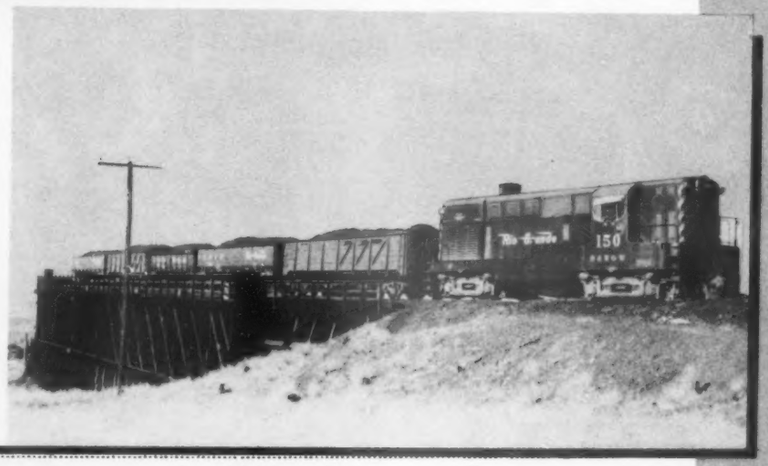
TRUCKS LOCOMOTIVE



Engine 150 is assigned to coal switching service in the Sunnyside-Columbia Junction (Utah) territory ... a spot as rugged as it is beautiful. Hauling coal from Sunnyside Mine calls for heavy-duty performance on this 4½-mile stretch which is all on a 3½% grade at an elevation of 6,710 feet. Opposed-Piston power delivers the dependable performance required "... the hardest switching job on the road."

13. Air
14. Air
15. Lov
16. Inj
17. Coc
18. Wa
19. Fue
20. Wa
21. Tur
22. Fue
23. Ck.
24. Ck.

Getting the coal from the mine to the steel mill is not the sole assignment of Engine 150. Between runs, it handles the trestle feeding of the coke ovens at Sunnyside. Fairbanks-Morse versatility allows the Rio Grande to realize the highest in full utilization of this equipment.



25. Lul
26. Fuel Oil Pressures
Battery Chg. Rate, Voltage, RCR Operation

Switching in the Helper, Utah yard on a 1% grade, classifying in the Denver, Colorado yards, short line operations to local communities in both states -- all are in the 24-hour schedule of these 1500 hp. locomotives. The Rio Grande depends on their high availability ... economy of operation to perform a variety of heavy-duty services all over the road.

93.85%

Maintenance and total operation cost only slightly higher than units of far less hp. and utility.

# Fairbanks, Morse & Co.

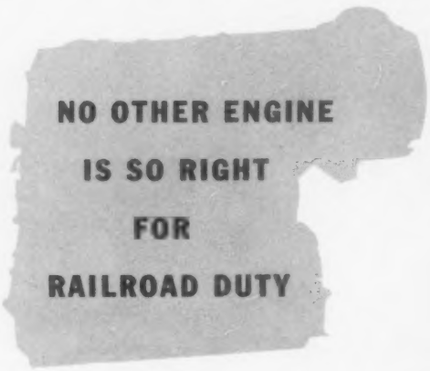
600 SOUTH MICHIGAN AVENUE

CHICAGO 5

## *Inside story of Fairbanks-Morse Locomotive Performance*
## *The Opposed-Piston Engine*

No locomotive can be better than its engine. With that in mind, check the basic advantages of the O-P engine against those of any other engine in locomotive service. Compare Opposed-Piston power, fuel and lube oil economy, reliability and ease of maintenance against all others.

You'll find -- as have so many railroad men -- that Fairbanks-Morse locomotives, powered by the Opposed-Piston engine, give you the combination to top performance on all switching, road, transfer, commuter and heavy-duty service.



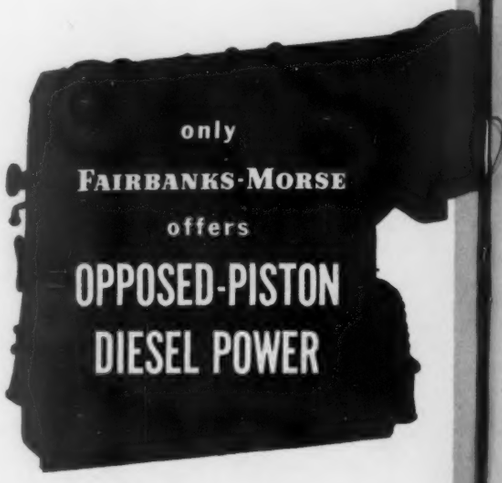

Two Pistons in each cylinder driven apart by a central combustion.

Two-cycle design: no valves, no cylinder heads. O-P engines have over 40% fewer wearing parts to maintain.

Maximum interchangeability of parts between all sizes of engines; lower investment required for repair and maintenance parts stock.

Maximum accessibility: railroad men know that the Opposed-Piston engine can be serviced -- even completely overhauled -- far faster, to give minimum turn-around time.

Four Sizes: 1200, 1600, 2000 and 2400 hp. Each designed and built for its rated horsepower -- not "rated up" from lower limits.




**FAIRBANKS-MORSE,**

*a name worth remembering*

DIESEL LOCOMOTIVES AND ENGINES • ELECTRICAL MACHINERY • PUMPS • SCALES • HOME WATER SERVICE EQUIPMENT • RAIL CARS • • FARM MACHINERY • MAGNETOS

PUMPS •

# LITERATURE and PAMPHLETS Offered by Railway Age Advertisers

**Following is a compilation of free literature, pamphlets and data sheets offered by advertisers in the four November issues of *Railway Age* (and recent manufacturers' announcements). To receive the additional literature desired, merely circle the item number(s) on the card below.**

**565. Renovator—Emulsifiable Solvent**
*Oakite Products, Inc.* Service Report #7382 gives complete data on Oakite Renovator, its various uses and methods of application.

**566. Electric Typewriters**
*Remington Rand, Inc.* New folder available on the Electri-conomy—"Take A Letter" (RE 8499).

**567. Braided Wire Slings**
*Union Wire Rope Corporation.* A Union Wire Rope fieldman will deliver to you a free sample Tuffy sling and explain its qualities.

**568. Circuit Breakers**
*Westinghouse Electric Corp.* Bulletin B-4062 gives complete data on specification of circuit protection equipment.

**569. Pins & Bushings**
*Ex-Cell-O Corporation.* Bulletin 32381 describes standard types and sizes of Ex-Cell-O pins and bushings.

**570. Air Conditioning, Air Handling, Air Cleaning**
*Sturtevant Div. Westinghouse Electric Corp.* Recent news release announces new 16-page condensed catalog illustrating and giving complete details of the entire Sturtevant line.

**571. Fork Lift Trucks**
*Clark Equipment Company.* New condensed catalog uses unique system of visual cross reference charts giving specifications for all types of Clark fork-lifts, hand trucks and stackers, and all attachments adaptable to these models.

**572. Direct-Fired Space Heater**
*Railroad Supply & Equipment Inc.* Descriptive folder illustrates and gives technical data on the Lee Direct-Fired Space Heater, model hd.

**573. Radiotelephone Communication System**
*Federal Telephone and Radio Corporation.* Folders available picturing and describing Federal-Farnsworth railway radio communication equipment, including receivers, transmitters, power supply, and vibrator converters. *Please specify.*

**574. Wrought Iron For Bridges**
*A. M. Byers Company.* Bulletin "Wrought Iron For Bridge Construction" gives helpful information on use of wrought iron ballast deck plates.

**575. Freight Car Truck Springs**
*American Steel Foundries.* Bulletins available on the A-S-F Ride-Control Package—combination load and friction springs.

**576. Inductive Train Communication**
*Union Switch & Signal Div. Westinghouse Air Brake Co.* Full particulars on "Union" Inductive Train Communication available.

**577. Storage Batteries**
*Gould-National Batteries, Inc.* Booklet on complete Gould Plus-Performance Plan shows how to conserve and extend battery power.

**578. Roller Bearing Journal Boxes**
*Hyatt Bearings Div. General Motors Corp.* Details available on Hyatt freight car roller bearing journal boxes.

**579. Aluminum Industrial Corrugated**
*Reynolds Metals Company.* Literature and application details available on Reynolds "Lifetime" Aluminum Industrial Corrugated.

**580. "Alcolid"**
*Railway Steel-Spring Div. American Locomotive Co.* Complete details on Alco's Alcolid journal box lids.

**581. Chemical Type Wood Preservative**
*Dow Chemical Company.* "Pointers on Penta", gives information on Penta (Pentachlorophenol), the chemical wood preservative.

**582. Diesel-Electric Locomotives**
*General Electric Company.* Bulletin GEA-4657A gives information on the General Electric 70-ton and 44-ton diesel-electric locomotives.

**583. Drop Table**
*Whiting Corporation.* New book "Whiting Drop Tables" illustrates in 38 photos the Whiting Drop Table variations—large and small—steam and Diesel.

**584. Traction Motor Support Bearings**
*Magnus Metal Corp. subs of National Lead Co.* Bulletin #6000 pictures and describes the Magnus "High Mileage" traction motor support bearings for all makes and types of Diesel locomotives.

**585. Diesel Engine Air Grille**
*Farr Company.* Complete information on the Far-Air Dynamic Grille.

**586. "Carclad" Railway Finish**
*Sherwin-Williams Company.* Proof of performance of new finish Carclad in form of actual photographs and records of hopper cars in service.

**587. Precast Concrete**
*Permacrete Products Corporation.* Information available on Permacrete sectional precast concrete crossing slabs.

*(Continued first column reverse side)*

# Additional Product Information

**This is a complete list of products mentioned in the advertisements in this issue. For more data on any product shown, circle the page number(s) on the reply cards below, fill in and mail. Note: If the advertiser mentions more than one product, or if more than one ad appears on the page, *write in* the name of the product you are interested in.**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**BUSINESS REPLY CARD**
First Class Permit No. 153 (Sec. 34.9, P.L.&R.), New York, N.Y.

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**RAILWAY AGE**
**30 Church Street**
*Reader Service Dept.* **New York 7, New York**

**RAILWAY AGE** **November 26, 1951**

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product (s)

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Company .....

Address .....

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## LITERATURE & PAMPHLETS

**588. Vanadium Steel and Iron**
*Vanadium Corporation of America.* Data sheet gives details of composition, heat treatment and mechanical properties of Vanadium steels and irons for various Diesel applications.

**589. Tank Car Cartoon Ad**
*General American Transportation Corp.* Reprints of GATX cartoon advertising series available for shop use.

**590. Electric Hydraulic Lift Trucks**
*Yale & Towne Manufacturing Co.* New catalog completely describes the Yale Worksaver Electric Hydraulic Lift Trucks.

**591. Recorders**
*Barco Manufacturing Co.* New bulletin "Barco Recorders for Diesel, Steam and Electric Locomotives in Passenger, Freight and Switching Service."

**592. Fork Lift Trucks**
*Mobilift Corporation.* Complete information available on Mobilift Lev-R-Matic Drive and Tier-Master Stand-Up Model "E" fork lift trucks.

**593. Room Temperature Control System**
*Minneapolis-Honeywell Regulator Co.* Special folder tells exactly how the new Honeywell System operates "Honeywell Room Temperature Control System For Sleeping Cars"; also, data on Honeywell Car Heating System. *Please specify.*

**594. Heavy Duty Hot Tank Cleaner**
*Dearborn Chemical Company.* Complete information on Dearborn Heavy Duty Hot Tank Cleaner No. 60 for use in Diesel shops.

**595. Railroad Finishes**
*McDougall-Butler Co., Inc.* Literature and a color card describe the company's specialized railroad finishes.

**596. Railroad Lanterns**
*Justrite Manufacturing Co.* Free catalog illustrates and describes the Justrite line of lanterns.

**597. Locomotive Stokers & Blowers**
*Read Standard Corporation.* Literature and information on locomotive stokers, automatic spreader stokers, and Standardaire blowers. *Please specify.*

**598. Industrial Insulation**
*Philip Carey Mfg. Company.* Free booklet "Industrial Insulation" gives complete technical and application data on Carey insulation.

**599. Purchase Order Control**
*Remington Rand Inc.* A 4-page summary of Southern Railway System's Purchase Order System "before and after" with step by step description of its many economies.

**600. Lace-Type Insulation**
*Johns-Manville.* Folder IN-32A describes Johns-Manville Thermo-Wrap lace-type pipe insulation.

**601. Engine Driven Railway Equipment**
*Waukesha Motor Company.* Literature available on: Diesel Enginators, Propane Enginators, and Propane Air Conditioning Units.

**602. Refrigerator Car Insulation**
*American Hair & Felt Co.* Complete data on Streamlite Hairinsul all-hair refrigerator car insulation.

**603. Non-Inflammable Bridge Coating**
*The Zone Company.* Complete information about the Libbey-Zone process of asphalt compound bridge coating for fire prevention, and experiences of users.

**604. Met-L-Wood**
*Met-L-Wood Corporation.* 12-page Bulletin describes Met-L-Wood possibilities for uses in Diesel locomotives and new and rebuilt passenger cars.

**605. Flexible Shaft Equipment**
*Franklin Railway Supply Co.* Catalogs and bulletins on: wire brushes, abrasive and grinding attachments, buffing and rubbing attachments, rotary files and cutters, single and three-speed countershaft and 4-speed "Strandflex" gear type flexible shaft equipment. *Please specify.*

**606. Locomotive Brake Feed Valve**
*Westinghouse Air Brake Co.* Descriptive Catalog No. 2060 gives data on the new Westinghouse D-24-B Feed Valve recommended for use with 24-RL and 6-SL locomotive brake equipment.

**607. Cab Signal Equipment**
*Union Switch & Signal Div. Westinghouse Air Brake Co.* Full details on "Union" Type E Cab Signal equipment for two, three, or four-indication signaling.

**608. Radiography**
*Eastman Kodak Company.* Booklet available on this important function of photography—"Radiography as a Foundry Tool".

**609. Locomotive Cranes**
*American Hoist & Derrick Co.* Literature on American's Diesel and DiesElectric locomotive cranes.

**610. Welding for Repair**
*Oxweld Railroad Service Co. Div. Union Carbide & Carbon Corp.* Booklet F-7371 "How the Oxy-Acetylene Flame Helps Railroads" contains useful information on making repairs.

**611. Nickel Alloy Irons**
*The International Nickel Company, Inc.* Booklet "Guide to the Selection of Engineering Cast Irons" available.

**612. Mule-Hide Roofing**
*The Lehon Company.* Booklet "Mule-Hide Cold Process Built-Up Roofing" gives complete details and specifications for laying these cold process Mule-Hide roofs.

**613. Protective Coatings**
*J. W. Mortell Co.* Literature on the Mortex #4 rust preventative coating for conserving rolling stock, yard and right-of-way equipment.

**614. Cement Composition Boxcar Flooring**
*F. E. Schundler Co., Inc.* Brochure gives facts about Plastinail, the new oxychloride cement composition producing a nailable car flooring.

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**30 Church Street**

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**er 26, 1951**

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☐ Price Data

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*the 1952 Edition of the*

# ANNUAL REVIEW *and* OUTLOOK NUMBER

**• • • • • reviews the record of 1951 railway operations**

**• • • • • reports year-end railway statistics for 1951**

**• • • • • forecasts the trends and outlook for 1952**

Each year RAILWAY AGE presents this invaluable reference record, giving in detail: (1) railway operations in statistical form; (2) review of the previous year's record; and (3) a forecast of the trends and outlook indicated for 1952.

Steadfastly recognized throughout the railway and railway supply industries as their most valuable single ready-reference volume, this January 14, 1952 issue affords advertisers a natural opening foray for their 1952 sales campaign.

Railroad men around the country look for, save, and refer to this authoritative reference volume throughout the year. No other publication serves the railroad industry as a whole, and railway management specifically, as thoroughly and reliably as does RAILWAY AGE.

Look at a copy of the 1951 *Number*... ask any railway management man how well he liked it... and you will learn firsthand how well thought of and fingered-through is this issue of RAILWAY AGE—*the Annual Review and Outlook Number.*

Place your lead-off sales message—geared specifically to management throughout the railroad world—in this January 14, 1952 issue. Your nearest RAILWAY AGE representative will be glad to assist you.

***Remember—the final closing date is December 24th.***

**RAILWAY AGE**

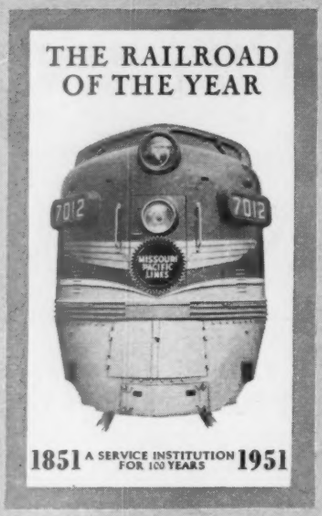
ABC *a Simmons-Boardman publication* ABP

NEW YORK CHICAGO CLEVELAND WASHINGTON, D. C. DALLAS PORTLAND, ORE. LOS ANGELES

# Missouri Pacific Lines

**are increasing typing production, decreasing office costs with the typewriter of every year... the Remington**

*Electri-conomy*




Missouri Pacific Lines—another satisfied Electri-conomy user—reports:

- 15% to 20% increase in typing production in various departments using the Remington Electri-conomy.
- Improved operator morale due to reduction in typing fatigue.
- Crystal-clear original copy plus 16 legible carbons at one typing from their Electri-conomy in the Legal Department.

Why not learn what the Electri-conomy can do for YOU? Your local Remington Rand representative will be glad to make an Electri-conomy test in your office—without obligation, of course.

*Remington Rand* INC THE FIRST NAME IN TYPEWRITERS

Room 2326, 315 Fourth Avenue, New York 10, N.Y.

☐ Please send me FREE folder about the Electri-conomy—"Take a Letter" (RE 8499).

☐ Please arrange to have an Electri-conomy test performed in my office.

Name_____

Address_____

City_____ Zone_____

State_____


(*Continued from page 62*)

his railway service in 1912 as clerk for the Canadian Northern Express at Winnipeg. He served successively as clerk at Toronto; assistant agent at Valcartier, Que.; chief clerk at Toronto, and traveling agent with headquarters in that city. In 1922 he went to Montreal as traveling agent and in 1923 was appointed chief clerk to the general manager. Appointed general accountant at Montreal in 1931, he was named office manager in 1937 and assistant general manager in 1945.

A native of Toronto, Mr. Lougheed began his company service in 1920 as clerk at Toronto. He was transferred to Montreal in 1936 as equipment clerk in the general manager's office. Two years later he was appointed chief clerk in the office of superintendent of cartage services. Returning to the office of general manager of the express department in 1939, he was promoted to assistant chief clerk in 1945 and named equipment supervisor in 1948.

As reported in *Railway Age* November 12, **Charles B. Fleming** has been appointed superintendent of the Pennsylvania division of the NEW YORK CENTRAL SYSTEM at Jersey Shore, Pa., where he was born in 1905. Mr. Fleming began his service with the N.Y.C.

**Charles B. Fleming**

in 1923 as clerk at West Albany, N. Y., and became trainmaster at Rochester, N. Y., in 1937. He was appointed assistant superintendent of the New York Terminal district in 1948 and in 1950 was given jurisdiction over the marine department.

**Raymond R. Gavin,** whose appointment as general manager of the CHICAGO, INDIANAPOLIS & LOUISVILLE was announced in *Railway Age* August 27, comes to the Monon with a background of 15 years with the Chicago, Burlington & Quincy. He started with the Burlington in 1936 as a track apprentice in the maintenance of way department, becoming trainmaster of the McCook division in 1941. After serving in the Army from 1943 to

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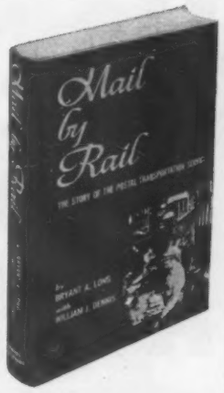


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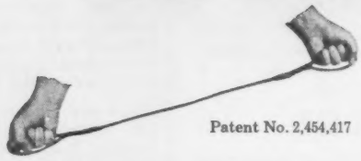

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1946, Mr. Gavin returned to the Burlington as trainmaster of the Alliance division. In 1946, he was advanced to assistant superintendent of the Sheridan division and subsequently was assigned to the same office on the Omaha division. Late in 1948 he was appointed assistant to the general manager of the Western lines of the Burlington, with headquarters in Omaha. He became superintendent of the St. Joseph division in 1949 and of the Hannibal division in 1950, holding this position until his recent appointment on the Monon.

## MECHANICAL

**Charles H. Lockhart,** mechanical inspector of the CANADIAN NATIONAL at Montreal, has been appointed superintendent of motive power and car equipment of the CENTRAL VERMONT at St. Albans, Vt., effective November 30, succeeding **Arthur Selbee,** who has been promoted to general superintendent, motive power and car equipment of the GRAND TRUNK WESTERN at Battle Creek, Mich. Mr. Lockhart began his railroad career as a machinist apprentice 41 years ago and subsequently served as machinist, draftsman and mechanical inspector. During the war his services were loaned to the Canadian government in the auto and tank production branch of the Department of Munitions and Supply. Mr. Lockhart has looked after all details in connection with building new locomotives at the Montreal Locomotive Works and the Canadian Locomotive Company at Kingston, Ont.

## OBITUARY

**Henry Grady Hedrick,** 61, general solicitor of the SOUTHERN at Washington, D. C., died of a heart attack on November 11 at his home in that city. Mr. Hedrick was born in Davidson county, N. C., on November 23, 1889, and received his A.B. degree from Trinity College (now Duke University) in 1911. He finished the law course at Trinity College in 1913 and attended Harvard Law School 1913-1914. From 1915 to 1933 he was a partner in the law firm of McLendon & Hedrick and from 1933 to 1942 in the firm of Hedrick & Hall, at Durham, N. C. He was professor of law for several years, beginning in 1914, at Trinity College Law School. He joined the Southern in 1942, as general attorney at Washington and was promoted to assistant general solicitor on May 15, 1945, and to general solicitor on January 1, 1947.

**George W. Greene,** 58, assistant treasurer of the BALTIMORE & OHIO at Baltimore, died on November 10 at Union Memorial hospital in that city.

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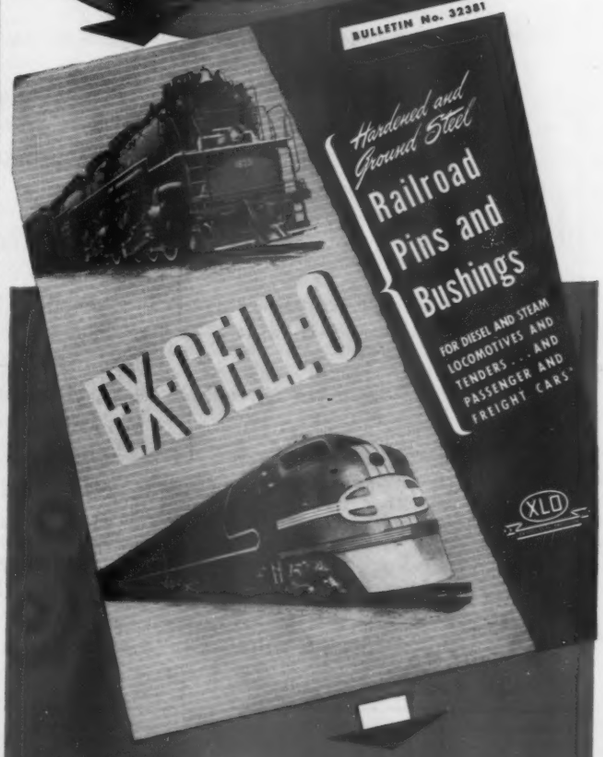
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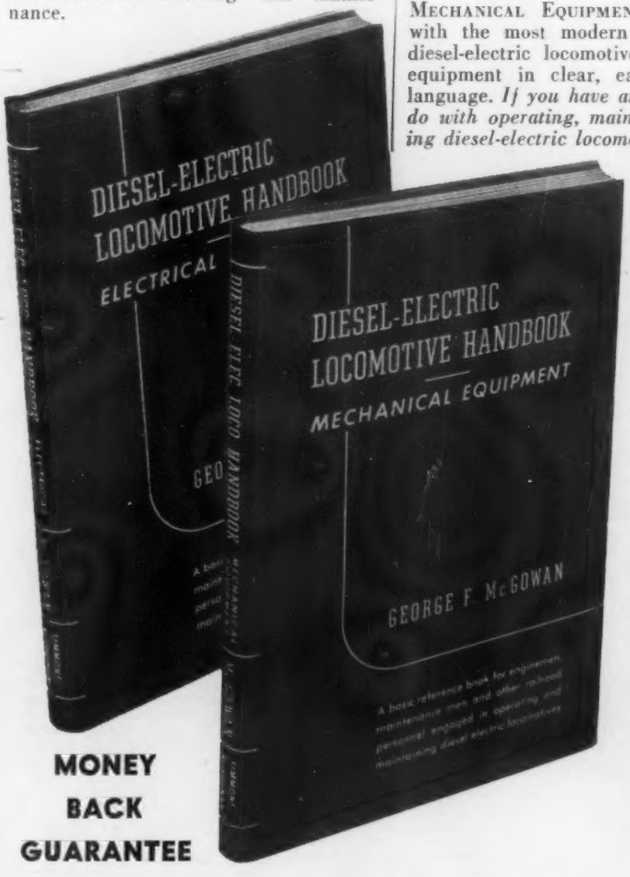


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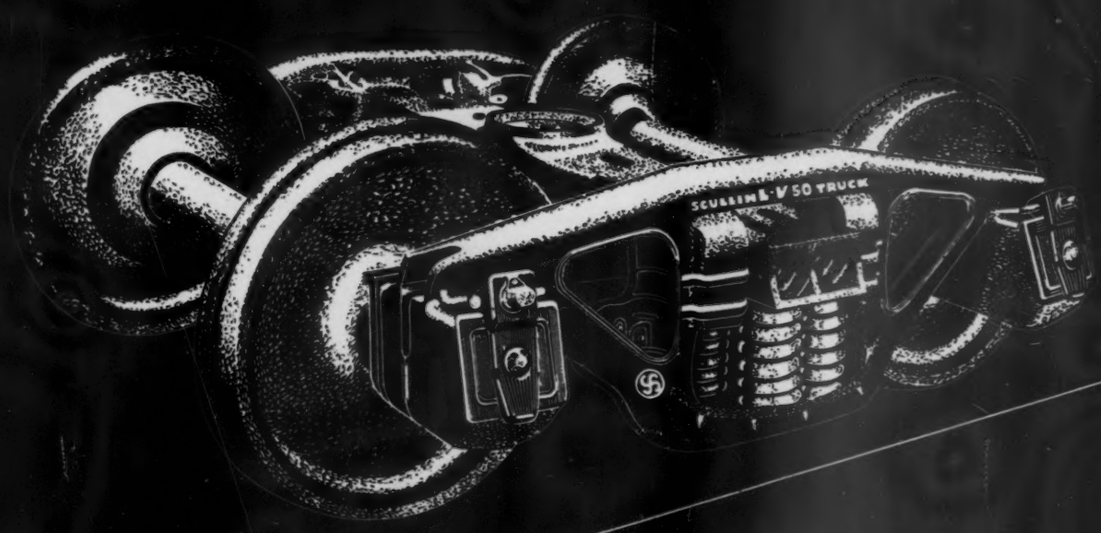


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